United Nations UNW/2012/5

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

Distr.: General
24 April 2012

Original: English

Annual session of 2012
29 May-1 June 2012
Item 4 of the provisional agenda*
Report on the regional architecture review

Regional architecture

Summary

The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was established by the General Assembly in its resolution 64/289 on system-wide coherence, with a mandate to assist Member States and the United Nations system to progress more effectively and efficiently towards the goal of achieving gender equality and the empowerment of women.

The UN-Women strategic plan, 2011-2013, stressed the need to adapt the organizational structure of UN-Women to support efficient and effective implementation of the mandate. To this end, key elements of a new regional architecture for UN-Women have been identified to better support Member States and to leverage the United Nations system. Those elements are informed by consultations with Member States, civil society partners, United Nations agencies and UN-Women staff. UN-Women also commissioned an external study of options for its regional architecture, including lessons from other organizations both within and outside the United Nations.

Drawing from the external analysis and the different options proposed, and considering the specific needs of the organization, including the increased focus on building capacity, providing support to UN-Women in the field and decentralizing decision-making, UN-Women developed a new regional architecture that maximizes the organization's ability to deliver on its mandate.

* UNW/2012/L.3.

12-31382 (E) 140512

Please recycle

The present report, prepared pursuant to paragraph 8 of Executive Board decision 2011/5 on the UN-Women biennial institutional budget for 2012-2013 (see UNW/2011/13), outlines the new regional architecture and explains how it addresses the organizational needs of UN-Women to best support Member States. It highlights important next steps for implementing the new regional architecture, including ongoing work to develop a comprehensive change management and implementation plan.

I. Introduction

1. The United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) was established by the General Assembly in its resolution 64/289 on system-wide coherence, with a mandate to assist countries and the United Nations system to progress more effectively and efficiently towards the goal of achieving gender equality, women's empowerment and upholding women's rights. In the present document, prepared pursuant to paragraph 8 of Executive Board decision 2011/5 on the UN-Women biennial institutional budget, 2012-2013 (see UNW/2011/13) UN-Women presents its plans for a new regional architecture. This is in line with the strategic plan, 2011-2013 (UNW/2011/9), and the Executive Board's overall backing for the priority attached by UN-Women to strengthening and improving support to countries by increasing the capacity of its offices at the regional and country levels. The detailed budgetary implications associated with the new architecture are being finalized and will be presented at the second annual session of the Executive Board, in September 2012.

2. UN-Women is working towards a world in which societies are free of gender-based discrimination, where women and men have equal opportunities, where the comprehensive economic and social development of women and girls is ensured and where women's rights are upheld in all efforts made to further development, human rights, peace and security.

3. The present report provides the rationale and framework of a new regional architecture that will enable UN-Women to respond effectively to national and regional priorities, as requested by Member States and the United Nations system. It also lays out the next steps to be taken in implementing the new regional architecture.

II. Context

A. Opportunities of a new regional architecture

4. The mandate of UN-Women, which is worldwide, spans normative, advocacy, programming and coordination roles. This requires UN-Women to work with and through the entire United Nations system, Governments, intergovernmental entities and non-governmental and civil society partners, in the areas of development, human rights, peace and security.

5. UN-Women is mandated to catalyse and achieve impact with greater efficiency, leveraging existing resources and relationships in the United Nations system rather than duplicating existing agencies' structures and processes in delivering on its mandate.

6. This complex mandate represents an opportunity for UN-Women, as the newest entity in the United Nations system, to respond effectively in a changing international development cooperation environment. Improved effectiveness will come from its ability to be more efficient in its structures and processes and agile in its use of different modalities, including coordinating different forums in various geographic areas and working with a diverse range of partners.

7. In recent years the development cooperation landscape has been changing. There is an increased focus on development effectiveness and results rather than just on aid effectiveness. Official development assistance has been affected by worldwide financial stress. South-South collaboration is increasing, with a variety of actors and institutions from civil society and the private sector contributing to development cooperation. The ability of UN-Women to work flexibly in this new environment is a critical requirement for success.

8. In this context, the United Nations has prioritized national ownership, enhanced coherence and increased efficiency and development effectiveness in the support it provides to Member States. As an integral part of the United Nations system, UN-Women envisions itself to be a strategically focused, globally relevant organization that advocates on behalf of and contributes to the achievement of results for women and girls by effectively leveraging the United Nations system and other resources nationally and regionally.

9. In order to achieve this vision, UN-Women seeks to improve its organizational structure to become a dynamic, decentralized, cohesive and connected United Nations entity. This requires addressing the overly centralized organizational structure, devolving programmatic and financial decision-making to the field, with greater clarity regarding accountability and reporting lines, and simplification in business processes. It is in this context that the strategic plan, 2011-2013, stressed the need to adapt the organizational structure of UN-Women to support efficient and effective implementation of the mandate.

B. Current organizational structure and its challenges

10. UN-Women has recently laid the foundations for a strong organization for the future. Two budgets and the strategic plan, 2011-2013, were developed and approved by the Executive Board. Staffing was completed at headquarters, including the establishment of a new senior management team. Key bottlenecks and challenges, particularly in the areas of operations and management, were identified, and an action plan was developed that, once implemented, will result in a more efficient, effective, transparent and accountable organization offering value to its stakeholders.

11. UN-Women is pursuing two main priorities in organizational effectiveness: first, strengthening work in the field by progressively expanding its reach and deepening its engagement at the country level; and second, enhancing the efficiency and results of its programmes.

12. UN-Women assessed its capacity at headquarters and at the country level prior to defining its requirements. The current organizational structure of UN-Women headquarters is the result of a functional analysis conducted and finalized in 2010 that led to the consolidation and integration of functions of the four entities that became UN-Women. This first key milestone in the establishment of UN-Women did not address the alignment, complementarities and synergies of functions and structures between headquarters and the subregional and field offices.

13. The field capacity assessment completed in early 2011 helped to define minimum core capacities required at the country level for a UN-Women country office. The institutional budget provided funding for a minimum of five staff in

17 priority country offices, which is the minimum capacity for the establishment of a country office. The 2012-2013 institutional budget expanded the outreach to build capacity for an additional 21 countries.

14. UN-Women recognizes that it faces several legacy issues. Intensive consultations with a variety of partners and staff over the past year have confirmed the most urgent of these that must be addressed on a priority basis: uneven capabilities across the organization; overly centralized decision-making and approval authority; bottlenecks that delay the delivery of services by field offices; misaligned reporting lines that prevent appropriate oversight; and inconsistent internal communication and knowledge-sharing.

15. Recent recommendations from external and internal audits of UN-Women country and subregional offices point to areas that could be further strengthened, including staffing structures and capacity to ensure proper project planning and monitoring, internal control and allocation of accountability and management arrangements.

16. At a series of regional meetings held in September and October 2011 with staff from country and regional offices and headquarters, the following items, required to address priority challenges, were identified:

(a) Decision-making authority and status of UN-Women representatives at the country level commensurate with their programming, inter-agency and representational functions;

(b) Sufficient and predictable financial resources to facilitate strategic programmes;

(c) Secure contracts for staff;

(d) Appropriate technical and operational capacity at the country level;

(e) Region-specific policy expertise, located close to country offices to foster high-quality programming;

(f) Simpler and more standardized business processes, which are currently cumbersome and time-consuming;

(g) Better communications and knowledge-sharing at all levels.

17. The UN-Women leadership retreat, held in January 2012 for all UN-Women representatives and senior leaders from the field and headquarters, also identified similar priorities. One of the key findings from the survey conducted in the context of the regional architecture analysis in February 2012 was that staff looked to the implementation of the regional architecture to address some of those structural challenges.

C. Ongoing efforts to improve effectiveness

18. The new regional architecture needs to be considered within the overall context of the institutional development of UN-Women. Country offices are being strengthened on the basis of recommendations of the field capacity assessment conducted in 2011 and the Board-approved institutional budget. This strengthening includes adequate staff capacity and delegation of authority based on internal

control and oversight frameworks and more predictable staff contracts. Offices strengthened following Executive Board approval of the 2011 support budget and the 2012-2013 institutional budget have also been fast-tracked for increased delegation of authority.

19. As a result of concerted efforts, progress has been made in identifying and selecting leaders for UN-Women representative positions in more than 25 countries, ensuring UN-Women representation at a level similar to that of other United Nations agencies. Leadership training for senior staff at headquarters and at the field level is planned for the second half of 2012 to promote a highly motivated, innovative leadership that leads by example, is accountable and driven by results and champions change to improve the lives of women and girls.

20. UN-Women has prioritized putting in place more robust frameworks to enable a strategic and nimble response to national priorities in line with the UN-Women strategic plan, 2011-2013. By the end of 2011, 56 country-level strategic notes and annual workplans had been developed for UN-Women country and regional offices covering programme contributions to national priorities through a coordinated country team response. The strategic notes and workplans were peer-reviewed to ensure quality. They provide a new basis for reporting and results-tracking at the country level.

21. Programme and operational policies and procedures, most of which were inherited from the United Nations Development Fund for Women, are being revised to ensure that they better meet the current needs of the UN-Women country offices. Key areas being reviewed include reporting, simplification of programme approvals and greater delegation of authority from both a financial and programmatic perspective. The alignment of operational modalities with United Nations harmonized and simplified procedures is also prioritized.

22. Along with the United Nations Children's Fund (UNICEF), the United Nations Population Fund (UNFPA), the United Nations Development Programme (UNDP) and other funds and programmes, UN-Women successfully rolled out new accounting standards, in compliance with the International Public Sector Accounting Standards, on 1 January 2012. The roll-out provided an opportunity to update and improve key operational procedures and to train UN-Women staff at the country level. UN-Women will continue to monitor and support the implementation of the new accounting standards, ensuring the constant improvement of processes in the field and at headquarters, accompanied by the provision of full technical support and training to offices as needed.

III. Regional architecture analysis process

23. Following a competitive selection process, UN-Women contracted Dalberg Global Development Advisors to conduct a regional architecture analysis that would provide a set of options to the senior leadership of UN-Women for consideration. The analysis explored options for improving the configuration of the organization across the country, regional and global levels. The goal was threefold:

(a) To identify and assess potential improvements in organization, operations and oversight, informed by internal consultations as well as by external benchmarks;

(b) To outline implementation considerations and strategic trade-offs associated with architecture options;

(c) To summarize recommendations for further consideration by UN-Women.

24. The regional architecture analysis built upon important initiatives over the past year, including but not limited to: (a) the strategic plan, 2011-2013; (b) the field capacity assessment — minimum requirements for a UN-Women presence at the country level; (c) the action plan to follow up on the five regional meetings held in late 2011; (d) the biennial institutional support budget for 2012-2013; and (e) the strategic framework for the period 2012-2013 on gender issues and advancement of women (A/66/82), as modified by the Committee for Programme and Coordination in A/66/16. It is also aligned with the ongoing effort to improve organizational effectiveness.

25. The analysis spanned a period of 14 weeks, from January to March 2012, and included consultations with Member States, United Nations agencies, regional commissions, civil society representatives and UN-Women staff in the field and at Headquarters. Approximately 330 interviews were conducted, including with United Nations agencies and other partners. In addition, the mandate, functions, capabilities, resources and organizing structures of UN-Women were discussed through an all-staff survey in three languages, select field visits and videoconferences with 18 field offices. The regional architecture analysis also looked at the regional architectures of other organizations, both from within the United Nations system and outside, to understand what structures exist, how they evolved and under what conditions and to what extent they have worked.

26. Throughout the process, a reference group provided guidance and feedback, testing hypotheses and survey results and commenting on proposed models. The composition of the group reflected a mix of UN-Women staff from across locations, levels and functional areas, including two staff representatives elected by their peers.

27. In a report submitted to the Under-Secretary-General/Executive Director and her senior management in March 2012, three options for a new regional architecture were proposed for potential innovations in the regional structure, operations, support and oversight. The options are summarized in the annex.

IV. New regional architecture

28. Drawing from the analysis and different options proposed, UN-Women considered the advantages and disadvantages of various options against the specific needs of the organization and developed the new regional architecture that maximizes the organization's ability to deliver on its mandate.

29. Continuing its efforts to strengthen its response to the needs of women and girls, the new regional architecture shifts decision-making and policy, programmatic and operational support to five regional centres and a select set of multi-country offices, best equipping UN-Women to achieve its vision and address structural challenges in the organization. UN-Women country offices will continue to be strengthened and report directly to regional centres. Locating and empowering senior leaders in the field facilitates strategic decision-making that is responsive to national and regional priorities and effective cooperation with the rest of the United Nations

system to carry out normative, policy, advocacy and coordination responsibilities. Focusing resources in 5 regional offices versus the current 15 subregional offices allows the leveraging of existing UN-Women and United Nations system resources, utilizing economies of scale to provide deeper, broader support and guidance to country offices. Increased delegation of authority to the regional centres and country offices from headquarters, supported by appropriate operational capacities and systems, simplifies processes and reduces reporting levels.

30. Five guiding principles were identified to develop a new regional architecture that best allows UN-Women to: (a) decentralize authority to the field with the required operational support functions; (b) get the maximum impact from existing resources and synergies with other organizations; (c) best serve the coordination function of UN-Women in the United Nations system; (d) ensure quality and accountability across all levels of the organization; and (e) ensure coherence for the role, messaging and mandate of UN-Women.

31. Each of these five design principles implies the empowerment of countries by devolving responsibility to the field as well as operational support to make processes more efficient. Based on those principles and the inputs from the consultative process, UN-Women developed the current planned changes to the regional architecture.

A. Overview and rationale

32. The current organizational structure of UN-Women consists of: a headquarters office with 6 divisions, 15 subregional offices, 2 regional centres, a presence in 50 country offices with a designated country representative or country programme manager and a programme presence in 24 countries. The 15 subregional offices are overseen and supported by headquarters. In turn, the subregional offices oversee and support country-level work.

33. The new regional architecture changes this structure by focusing oversight and support to country offices in five regional centres where high-level policy, normative and operational expertise will empower country offices to achieve greater country-level influence and impact. The increased presence of policy and normative experience in the field also enables UN-Women to better leverage the programmes, networks and resources of United Nations agencies and partners and to move closer to its vision of being catalytic across the United Nations system.

34. The new regional architecture also addresses current challenges. It addresses inefficiencies in structure and processes because it simplifies and speeds up oversight and decision-making in support of country offices. It focuses headquarters staff on corporate strategic direction-setting and messaging, overall corporate oversight and support and delivery on the mandate at the global level. It enables the delineation of clear business processes that will shorten the time taken to request and receive support and to report results. Peer reviews and joint decision-making, where appropriate, will be utilized, including incentives to increase collaboration both internally and across the United Nations system and joint work across geographic areas to break down silos and hierarchies and foster a culture of productive dialogue. This is also expected to lead to more effective learning and increased knowledge-sharing.

35. Cost was an important factor in developing the new regional architecture. Consultations with organizations that have undergone changes in field architecture

suggested that the two ma[illegible] drivers of cost are the establishment of new offices and the recurrent cost of running them. To mitigate those costs, the regional architecture builds on existing UN-Women offices and locations and maximizes existing staff capacity within the organization. It also proposes the fewest number of offices at the regional level compared with other options that were considered. By focusing and consolidating staff and resources in five regional centres and ensuring increased coverage though a small number of multi-country offices, this architecture enables economies of scale and maximum leveraging of resources.

36. Analysis of the budget requirements of the new regional architecture is ongoing; once the implementation details of the new regional architecture are finalized, the exact costs will be determined. Several factors are being considered, including costs related to determining the required staff capacity in the regional centres and one-time operational costs associated with changing the current field infrastructure. The result of this analysis will be a detailed costing of the implementation of the new regional architecture. Pursuant to paragraph 13 of Executive Board decision 2011/5 on the biennial institutional budget for 2012-2013 (see UNW/2011/13), this analysis will be contained in the report of the Under-Secretary-General/Executive Director on the use of change management resources to be submitted to the Executive Board at its second annual session, in September 2012.

B. Regional centres

37. The locations of the five regional centres are determined on the basis of the current presence of UN-Women, in alignment with existing United Nations hubs. The centres are Panama City, Cairo, Bangkok and Nairobi, plus a location for the Europe and Central Asia region still to be determined. Those locations allow for the leveraging of the existing offices of UN-Women and are aligned with the regional hubs of other United Nations agencies, especially the offices of the key partners of UN-Women, namely, UNFPA, UNDP and UNICEF, and, where possible, regional commissions.

38. The role of regional centres is threefold: (a) to empower and support country-level capacity and processes to deliver on the UN-Women mandate; (b) to oversee country- and region-based mandate delivery across normative, policy, advocacy and United Nations coordination roles; and (c) to deliver on the UN-Women mandate at the regional level by leveraging regional coordination mechanisms and liaising closely with other regional bodies, such as the African Union and the League of Arab States.

39. UN-Women regional centres will simplify and clarify reporting lines for country offices, thereby reducing transaction costs. Country offices will be supported by headquarters as appropriate and will receive support from the regional centre in the following areas: policy expertise, inter-agency coordination, programme design, monitoring and evaluation, resource mobilization (for non-core resources), communications and operations.

40. Regional directors will contribute to strategic planning with heads of bureaux and divisions through frequent communication between headquarters and the region, contributing insight and guidance from the field. They will report to the Director of the Programme Support Division and work closely with other divisions at headquarters, and contribute regularly to senior management team discussions. Regional centres oversee country strategy implementation, monitor strategic progress

and recommend course corrections where necessary, reporting to headquarters on a regular basis.

41. UN-Women will continue to strengthen the support it provides to Member States through its existing offices around the world. Increased coverage to support additional countries will also be ensured through multi-country offices where UN-Women does not have a presence. In specific geographical contexts, where distance makes it difficult for regional centres to fully serve a particular set of countries or in subregions that share similar characteristics such as language, services will be provided by multi-country offices. For example, small island States may not require an in-country presence but may require geographically close support and oversight that will be difficult for regional centres to provide.

42. Multi-country offices function exactly as country offices do, except that their programme plans incorporate initiatives supporting Member States and country teams in more than one country. Multi-country offices report to regional centres in the same way as country offices do.

43. Thus the 15 offices currently referred to as "subregional" in the strategic plan will become either regional centres, country offices or multi-country offices.

C. Optimizing internal collaboration

44. UN-Women will strengthen internal communication and collaboration to enable staff to deliver on its mandate as a unified whole and ensure cohesion within the new decentralized structure. Some initiatives to foster and institutionalize internal communications and improve the overall effectiveness of UN-Women are discussed below.

45. Virtual "communities of practice" will be increased to facilitate knowledge-sharing and more effective learning within and across regions. The exchange of knowledge and experience on thematic results as well as collaborative development of thematic knowledge products will enable UN-Women to leverage capacity globally for increased performance and to achieve results. The use of videoconferencing facilities will be increased for regular meetings between headquarters and regional directors and field staff.

46. The strategic planning process will include peer participation and review. For example, while each of the five regional centres would maintain full responsibility for their region, other regional directors would be invited to participate in the presentation by regional centres of country plans to headquarters.

V. Implementing the new regional architecture

47. The change process for the new regional architecture will need to move UN-Women from its current organizational challenges to its envisioned end state of a decentralized, dynamic and interconnected organization.

48. An implementation plan is being prepared for the new regional architecture, taking into account the functions of regional centres, reporting lines, business processes and authority levels. UN-Women has sought advice from United Nations agencies, notably UNFPA, which recently implemented its regionalization strategy,

and external organizations undergoing change. This advice highlighted the importance of a comprehensive communications strategy.

49. Consultations among leaders and managers of UN-Women started in April 2012 to finalize key design attributes, including the functions of and relationships among the regional centres, multi-country offices and country offices, the criteria for the establishment of multi-country offices, principles for providing support on policy, intergovernmental processes and United Nations coordination to countries and the required capacity for programme support at headquarters for regional centres and country offices. A change management plan is being developed to guide UN-Women through these decisions and their implementation.

50. An analysis of the financial implications of implementing the new regional architecture model will be included in the report of the Under-Secretary-General/ Executive Director to the Executive Board at its second regular session of 2012 on the use of change management funds pursuant to paragraph 13 of Executive Board decision 2011/5 on the biennial institutional budget for 2012-2013.

Annex

Summary of three models from the regional architecture analysis

1. A regional focus model shifts the locus of decision-making and technical support to five large regional centres, one in each major region. Regional centres empower country offices and multi-country offices in two ways: one, by overseeing and guiding the development and implementation of country plans (spanning normative, policy, advocacy, programmatic and United Nations coordination roles); and two, by providing accessible, region-specific support across those roles. The model assumes greater delegation of authority to country offices and regional centres, with larger transactions requiring sign-off from the Bureau for Policy and Programme at headquarters. Regional centres coordinate across United Nations Development Group teams and regional commissions and liaise with regional bodies to further the gender equality and women's empowerment agenda. The benefit of this model lies in its ability to provide consolidated support to country offices from the field while maximizing economies of scale. A risk is the development of five autonomous "sub-organizations" that hinder cohesion in mandate delivery.

2. An expanded regions model locates decision-making and country support in 13 to 15 regional centres and institutionalizes shared oversight processes. Regional centres empower country offices and multi-country offices in two ways: one, by overseeing and guiding the development and implementation of country plans (spanning normative, policy, advocacy, programmatic and United Nations coordination roles); and two, by making available localized, easily accessible technical support through budgets and rosters of external experts and dedicated internal staff. A joint oversight committee, with representation from headquarters and each regional centre, takes on country and regional strategy oversight and resource mobilization. The model assumes a slightly more limited delegation of authority of all transactions in country offices and regional centres, with larger transactions requiring sign-off from the joint oversight committee. Regional centres coordinate across the regional commissions and teams and liaise with regional bodies to further the gender equality and women's empowerment agenda. The benefit of this model is that it greatly leverages the existing field architecture. The large number of region-based offices, however (13-15 regional centres versus 5 in the regional focus model), necessitates either a significant increase in resources or limited authority and depth of support to country offices.

3. A country cluster model devolves decision-making to the field by eliminating the regional layer entirely and consolidating the field presence into 25 to 35 multi-country offices that report directly to headquarters. This model empowers country offices in two ways: one, it devolves decision-making and resources directly to the countries; and two, it eliminates a layer of oversight and enables internal communication and coherence by directly connecting countries to headquarters. Each of these multi-country offices develops and delivers country programmes in two or three countries. The multi-country offices are organized into "clusters" of three to nine offices in each major region or continent. A joint oversight committee, consisting of the Programme Support Division and an elected multi-country head in each cluster (the Cluster Director), oversee country and regional strategies, enforcing organizational coherence. The model has the most limited delegation of

authority for all transactions in multi-country offices. The benefit of this model is that it devolves decision-making to country offices, providing the closest possible support to Member States and United Nations country teams. However, to provide the full capacity required to deliver on the UN-Women mandate at the regional and country levels, this model requires the greatest investment in resources across the 25 to 35 offices.

United Nations UNW/2012/6

Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women

Distr.: General
9 April 2012

Original: English

Annual session of 2012
29 May-1 June 2012
Item 3 of the provisional agenda*
Financial, budgetary and administrative matters

Proposed revision to financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women

Summary

Pursuant to regulations 1.1 and 1.4 of the "Proposed financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women" (UNW/2011/5/Rev.1, annex), the present document presents proposed amendments to the financial regulations for the United Nations Entity for Gender Equality and the Empowerment of Women, for the approval of the Executive Board, and circulates to the Executive Board, for information, amendments to the financial rules.

The changes in the financial regulations and rules are being effected as a result of: (a) the adoption of the International Public Sector Accounting Standards on 1 January 2012; and (b) new cost classifications under the integrated budget approved by the Executive Board in its decision 2011/1. Other changes proposed are intended to reflect current organizational structures and working methods and to enhance the consistency and clarity of terminology.

Consultations on the proposed amendments to the financial regulations and rules were held with the Office of the Controller and the Office of Legal Affairs.

The report of the Advisory Committee on Administrative and Budgetary Questions on the proposed amendments to the financial regulations and rules will be circulated in a separate document.

The Executive Board may wish to review and approve the proposed amended financial regulations, submitted herein, and take note of the amended financial rules (see annex I).

* UNW/2012/L.3.

12-28695 (E) 020512

Please recycle

Contents

Chapter

I. Introduction . . . . .

II. Overview of the process and proposed revisions . . . . .

Annexes

I. Proposed financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women . . . . .

II. Reasons for the proposed amendments and the corresponding changes to the relevant financial regulations and rules, by category . . . . .

Page
3
3
5
46

I. Introduction

1. The accounting policies of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), as of 1 January 2012, are based on the International Public Sector Accounting Standards (IPSAS), which use a full accrual method, rather than the United Nations system accounting standards, which use a modified accrual method. The implementation of IPSAS results in a change in accounting policy and in the way transactions are recorded. UN-Women is applying all IPSAS standards applicable to the Entity and the impact of those standards has been incorporated into the proposed revision to the financial regulations and rules.

2. The present document proposes revised financial regulations and rules for UN-Women and outlines the rationale and the process followed in revising the financial regulations and rules.

3. The financial regulations and rules govern the broad financial management of UN-Women, including the budgeting and accounting of resources. Revisions to the financial regulations and rules are needed, in order to make them compliant with IPSAS and for the introduction of the new cost classifications, as adopted for the integrated budget in decision 2011/1 of the Executive Board (see UNW/2011/13).

II. Overview of the process and proposed revisions

4. The Entity took a collaborative approach in amending its financial regulations and rules. Consultations were held with the Office of the Controller and the Office of Legal Affairs.

5. In the interest of harmonization with other entities of the United Nations, UN-Women has reviewed and adopted, as appropriate, the principal changes in financial regulations and rules made by the United Nations Children's Fund, the United Nations Development Programme and the United Nations Population Fund as a result of implementing IPSAS and the new cost classifications as adopted for the integrated budget.

6. Proposed changes reflect the following:

(a) The adoption of the International Public Sector Accounting Standards, in accordance with General Assembly resolution 60/283 of 7 July 2006;

(b) The adoption by UN-Women of the terminology applicable in the harmonized integrated budget approach, cost classifications and results-based budgeting, as requested in decision 2011/1 of the Executive Board.

7. Other changes were made to:

(a) Reflect current organizational structures, working methods and to enhance consistency and clarity of terminology. Numbering changes have also been made to reflect the amendments;

(b) Expand the text to incorporate comments from the Office of the Controller that bring greater clarity and accuracy and reflect the correct terminology for the programme budget of the United Nations as approved by the General Assembly.

8. The following highlights some of the most significant changes in principles and terminology.

(a) Under the United Nations system accounting standards the following principles and terminology are used:

(i) Income represents cash received in UN-Women bank accounts.

(ii) Expenditure represents total charges incurred whether paid or unpaid, namely, the sum of disbursements and unliquidated obligations.

(iii) Non-expendable equipment represents assets purchased and expensed in the financial statements.

(b) Under IPSAS the following principles and terminology is used:

(i) Revenue represents resources received and resources to be received.

(ii) Expenses recognizes when goods or services are received, regardless of cash transfer.

(iii) Inventory, property, plant and equipment represent assets held for use in the activities of UN-Women or for administrative purposes and expected to be used during more than one financial period.

Further changes are detailed in annex II to the present document.

9. The Under-Secretary-General/Executive Director seeks approval by the Executive Board of the proposed revisions to the financial regulations, and further requests the Executive Board to take note of the amended financial rules circulated herein.

Annex I

Proposed financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women

Contents

Article		*Regulation*	*Rule*	*Page*
A.	Applicability			7
1.	Applicability	1.1–1.4	101	7
B.	Accountability			8
2.	Accountability	2.1	201–203	8
C.	Resources			9
3.	General framework	3.1–3.8	301–304	9
4.	Voluntary contributions to regular resources	4.1–4.5		11
5.	Cost-sharing contributions to other resources	5.1	501–505	11
6.	Trust fund contributions to other resources	6.1–6.2	601–605	12
7.	Host Government contributions to the costs of country offices of the United Nations Entity for Gender Equality and the Empowerment of Women	7.1		13
8.	Assessed contributions to regular resources under the grant modality	8.1–8.2		13
9.	Miscellaneous revenue	9.1–9.3	901	14
D.	Financial periods			15
10.	Planning period	10.1–10.3	1001	15
11.	Period for the integrated and regular budgets	11.1		15
12.	Financial statements	12.1	1201–1203	15
E.	Proposed utilization of resources			16
13.	General framework	13.1–13.7		16
14.	Programme and project activities	14.1	1401–1402	17
15.	Preparation, submission and approval of the component of the regular budget of the United Nations related to the United Nations Entity for Gender Equality and the Empowerment of Women	15.1–15.3	1501	18
16.	Preparation, submission and approval of the integrated budget	16.1–16.10	1601–1603	18
F.	Approved utilization of resources			21
17.	Budget for programme activities	17.1–17.5	1701–1703	21

	18. Appropriations for the integrated budget	18.1–18.5	1801–1803	23
G.	Administration of resources			24
	19. Account for the United Nations Entity for Gender Equality and the Empowerment of Women	19.1–19.4		24
	20. Management of funds	20.1–20.6	2001–2008	25
	21. Write-offs	21.1	2101–2102	27
H.	Executing agencies and implementing partners			28
	22. Executing agencies and implementing partners	22.1–22.3	2201–2202	28
I.	Internal control			29
	23. Internal control	23.1	2301–2302	29
J.	Procurement procedures			30
	24. Procurement procedures	24.1–24.5	2401–2411	30
	25. Management of inventory, property, plant and equipment	25.1	2501	37
K.	United Nations Board of Auditors			38
	26. United Nations Board of Auditors	26.1–26.3		38
L.	Definitions			39
	27. Definitions	27.1–27.2		39

A. Applicability

1. Applicability

Regulation 1.1

These regulations shall govern the financial management of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) and shall, unless otherwise provided by the General Assembly or the Executive Board and except as specified in these regulations, apply, mutatis mutandis, to all resources administered by UN-Women. Amendments and exceptions to these regulations may be made only by the Executive Board, as specified in Assembly resolution 64/289 on system-wide coherence.

Regulation 1.2

These regulations shall become effective upon approval by the Executive Board of UN-Women.

Regulation 1.3

In regard to any matter not specifically covered by these regulations, the appropriate provisions of the Financial Regulations of the United Nations shall apply.

Regulation 1.4

(a) The Under-Secretary-General/Executive Director shall establish financial rules, consistent with the provisions of the financial regulations approved by the Executive Board, in order to ensure effective and efficient financial administration, and the exercise of economy. The Under-Secretary-General/Executive Director shall circulate the financial rules to the members of the Executive Board for information at least 30 days before they become effective.

(b) The Under-Secretary-General/Executive Director may amend the financial rules, if necessary, and shall circulate such amendments to the members of the Executive Board for information at least 30 days before they become effective.

(c) The Under-Secretary-General/Executive Director may, when he or she deems it necessary, suspend the application of any of these financial rules and shall circulate suspensions of these rules to the members of the Executive Board for information as soon as the suspensions become effective.

Rule 101

(a) Rules in this document shall apply to the financial administration of all activities of UN-Women except as may otherwise be provided by the General Assembly or the Executive Board.

(b) In regard to any matter not specifically covered by these rules, the appropriate provisions of the Financial Regulations and Rules of the United Nations shall apply.

B. Accountability

2. Accountability

Regulation 2.1

The Under-Secretary-General/Executive Director shall be fully responsible and accountable to the Executive Board for all phases and operational aspects of activities of UN-Women. The Under-Secretary-General/Executive Director shall be fully responsible and accountable to the Secretary-General for the financial management of the activities of UN-Women funded from the regular budget of the United Nations.

Rule 201

There shall be established accounts for UN-Women in which all resources administered and utilized by UN-Women shall be recorded.

Rule 202

(a) The Under-Secretary-General/Executive Director shall be responsible for the administration of these rules. The Under-Secretary-General/Executive Director, while retaining all accountability, may delegate to the Assistant Secretaries-General/Deputy Executive Directors, to the Director, Division of Management and Administration, and/or to other officials of UN-Women any such authority not expressly assigned under these rules.

(b) Except as otherwise provided in these regulations or their rules hereto, each of the staff to whom such authority is assigned or delegated under these regulations may name an authorized delegate to act on his or her behalf in any such matters.

(c) In the administration of these regulations and rules, the Under-Secretary-General/Executive Director or his or her delegate shall be responsible for prescribing and arranging for the maintenance of financial records that are required and for reviewing and approving all financial processes of UN-Women. The Under-Secretary-General/Executive Director or the official to whom authority is delegated may issue instructions or establish such procedures as may be deemed necessary for the administration of these regulations.

(d) The delegation of authority and changes thereto shall be done in writing.

Rule 203

All personnel of UN-Women are responsible to the Under-Secretary-General/Executive Director for the regularity of actions taken by them in the course of their official duties. Personnel who take any action contrary to these financial regulations and rules or to the instructions that may be issued in connection therewith may be held personally responsible and financially liable for the consequences of such action.

C. Resources

3. General framework

Regulation 3.1

(a) The Under-Secretary-General/Executive Director is responsible for mobilizing the resources of UN-Women effectively and efficiently in furtherance of the mandate and activities of UN-Women.

(b) The Under-Secretary-General/Executive Director may delegate authority, as appropriate, for the mobilization of resources.

Regulation 3.2

Contributions may be accepted by UN-Women from Governments of States Members of the United Nations, of the specialized agencies and of the International Atomic Energy Agency, as well as from those organizations and agencies themselves. Other contributions, including those from intergovernmental, non-governmental or private sector sources, may be accepted by UN-Women and utilized for the general support of UN-Women or for purposes consistent with those of UN-Women.

Regulation 3.3

(a) The Under-Secretary-General/Executive Director may indicate to the contributing party the currency or currencies required for the activities of UN-Women.

(b) Contributions in cash shall be denominated in United States dollars; however, the Under-Secretary-General/Executive Director may accept payment in the local currency of the contributing party to the extent the Under-Secretary-General/Executive Director considers that such currency could be used to meet operational requirements.

Regulation 3.4

Should the Under-Secretary-General/Executive Director agree to accept payment of a contribution in a currency other than United States dollars, the recorded contribution shall be adjusted by any consequent identifiable loss or gain on exchange, unless, in the case of loss, the contributing party agrees to reimburse it.

Regulation 3.5

With the exception of a contribution under regulation 8.1, if the purpose of a contribution is for general support for UN-Women with no limitations imposed by the contributor as to its use, the moneys or in kind provisions received shall be credited to the regular resources account of UN-Women.

Regulation 3.6

Where the contribution is for specific purposes consistent with the policies, aims and activities of UN-Women, the contributions received shall be credited to the other resources account of UN-Women and shall be treated under the provisions of article 5 or 6 below, as appropriate.

Regulation 3.7

Contributions to other resources shall be subject to the following conditions:

(a) Contributions shall be paid pursuant to an agreement made between the contributor and the Under-Secretary-General/Executive Director;

(b) Contributions shall be paid in advance of the allocation made for the implementation of planned programme activities of UN-Women, except as provided under the terms of regulation 3.7, subparagraph (c);

(c) Notwithstanding the provision of regulation 3.7, subparagraph (b), allocations may be made on the basis of receivable co-financing contributions, in accordance with risk guidelines established by the Under-Secretary-General/Executive Director; and

(d) Additional costs incurred by UN-Women in administering the contribution shall be fully covered from the contribution.

Regulation 3.8

In cases of default by a contributor of payment of part or all of a contribution to voluntary earmarked resources for UN-Women, or in the case of unforeseen contingencies, the Under-Secretary-General/Executive Director shall identify alternative financial resources in consultation with contributors, without affecting the activities financed through voluntary unearmarked resources, and report to the Executive Board at its following session.

Rule 301

The Under-Secretary-General/Executive Director shall report annually to the Executive Board on total contributions received from intergovernmental, non-governmental, private sector or private individual sources.

Rule 302

Contributions and revenue to support the purposes of UN-Women shall be recorded under the following accounts:

- Assessed contribution (regular budget) to regular resources under the grant modality;
- Voluntary contributions to regular resources (unearmarked resources);
- Cost-sharing resources to other resources (earmarked resources);
- Trust fund contributions to other resources;
- Host Government contributions to the cost of country offices of UN-Women to other resources; and
- Miscellaneous revenue.

Rule 303

Individual contributions above a value of $100,000 received from intergovernmental, non-governmental, private sector or private individual sources shall be reported annually to the Executive Board.

Rule 304

Further to regulation 3.7, the Under-Secretary-General/Executive Director will promulgate guidelines to ensure risks are mitigated to the extent possible.

4. Voluntary contributions to regular resources

Regulation 4.1

The overall target for voluntary contributions shall be established by the Executive Board.

Regulation 4.2

Voluntary contributions may be pledged either on a multi-year or on an annual basis.

Regulation 4.3

Voluntary contributions and other contributions to regular resources shall be made without limitation as to use. No contributing Government shall receive special treatment with respect to its voluntary contribution, nor shall negotiation take place for the use of currencies contributed to UN-Women between contributing Governments and programme countries.

Regulation 4.4

Voluntary contributions shall be made in currencies that are readily usable by UN-Women, consistent with the need for efficiency and economy of operations, or convertible to the greatest possible extent into currencies readily usable by UN-Women.

Regulation 4.5

Without prejudice to the annual pledging conference convened by the Secretary-General, a special funding meeting for UN-Women will be convened on an annual basis within the context of the Executive Board, at which voluntary contributions to the regular resources of UN-Women will be formally announced. This funding meeting will be an occasion when Member States would:

(a) Announce their voluntary contributions to UN-Women as follows: a firm funding commitment for the current year; for those in a position to do so, a firm contribution or indication of the contribution for the following year; and a firm or tentative contribution for the third year; and

(b) Announce payment schedules for the current year, taking into account that early payments are encouraged.

5. Cost-sharing contributions to other resources

Regulation 5.1

The Under-Secretary-General/Executive Director is authorized to enter into cost-sharing agreements, provided such cost-sharing arrangements have been accepted by the recipient country or countries. The Executive Board may establish principles for such agreements.

Rule 501

The authority to mobilize cost-sharing resources is delegated to the Under-Secretary-General/Executive Director, who may delegate this authority to Assistant Secretaries-General/Deputy Executive Directors and to other officials of UN-Women, including heads of regional, subregional and country offices.

Rule 502

Cost-sharing contributions shall be set forth in the project document and/or in an agreement with the contributing party. These contributions shall be due in advance of the related commitments and disbursements according to a schedule of payments agreed to in writing by UN-Women.

Rule 503

Contributions shall be denominated for accounting purposes in United States dollars; however, UN-Women may accept payment in the local currency of a recipient Government to the extent that such currency could be used to meet project disbursement requirements.

Rule 504

Cost-sharing contributions shall be recorded in the account held by UN-Women as other resources and any interest accruing to temporarily surplus balances shall be credited to that account.

Rule 505

The Under-Secretary-General/Executive Director shall ensure that indirect costs are reimbursed up to the rates authorized by the Executive Board.

6. Trust fund contributions to other resources

Regulation 6.1

Trust funds may be established by the Under-Secretary-General/Executive Director for specified purposes consistent with the policies, aims and activities of UN-Women. Trust funds that directly or indirectly involve additional financial liability for UN-Women shall be established only by the Executive Board.

Regulation 6.2

The Under-Secretary-General/Executive Director may establish trust funds at the request of the Secretary-General to provide assistance in responding to resolutions of the United Nations.

Rule 601

The Under-Secretary-General/Executive Director shall issue guidelines for the establishment and administration of trust funds. To ensure cost-effective administration of trust funds, the Under-Secretary-General/Executive Director may determine a minimum contribution level below which he or she may refuse the establishment of a trust fund.

Rule 602

Unless otherwise provided by the Executive Board, the trust fund and activities financed therefrom shall be administered in accordance with and governed by the applicable regulations, rules and directives of UN-Women.

Rule 603

The authority to mobilize trust fund resources, including the authority to sign trust fund agreements and to issue terms of reference for trust funds, is vested in the Under-Secretary-General/Executive Director, who may delegate this authority to Assistant Secretaries-General/Deputy Executive Directors and to other officials of UN-Women, including heads of regional, subregional and country offices.

Rule 604

Should payments of trust fund contributions towards a specific activity not be received in accordance with the agreed payment schedule, or the necessary additional financing required to cover unforeseen increases in expenses or commitments not be forthcoming from the donor or donors, the Under-Secretary-General/Executive Director may modify or terminate the activity concerned.

Rule 605

The Under-Secretary-General/Executive Director shall ensure that indirect costs are reimbursed up to the rates authorized by the Executive Board.

7. Host Government contributions to the costs of country offices of the United Nations Entity for Gender Equality and the Empowerment of Women

Regulation 7.1

(a) The Under-Secretary-General/Executive Director shall arrange for the collection from host Governments of their contributions in cash and/or in kind towards the costs of UN-Women country offices, in accordance with the agreements between UN-Women and the host Governments concerned. Negotiations with respect to the amount and/or form of such contributions shall be in accordance with relevant decisions of the Executive Board and take into consideration the economic conditions of the countries concerned and may result in the granting by the Under-Secretary-General/Executive Director of a partial waiver of contributions.

(b) Contributions in cash towards the costs of UN-Women country offices shall be credited to the integrated budget of UN-Women.

8. Contribution to regular resources under the grant modality

Regulation 8.1

The resources of UN-Women required to service normative intergovernmental processes and policy and programme activities shall be funded in the form of a grant from the programme budget of the United Nations as approved by the General Assembly. UN-Women will comply with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

Regulation 8.2

The Under-Secretary-General/Executive Director shall report through the Secretary-General to the General Assembly on the use of the grant.

9. Miscellaneous revenue

Regulation 9.1

All revenue to UN-Women shall be classified as miscellaneous revenue except for:

(a) The revenue from the items specified in regulations 3.1 through 6.2;

(b) Interest revenue;

(c) Direct refunds of disbursements with respect to projects during the approved duration of the programme or project activity, that is to say, before the final allocation for the provision of assistance by UN-Women to a programme or project activity is made;

(d) Direct refunds of disbursements in respect of the integrated budget during the current budget period;

(e) Advances or deposits of trust funds;

(f) Revenue derived from the staff assessment plan; and

(g) Amounts otherwise designated to be credited to the integrated budget, including, inter alia, revenue derived from recovery of indirect costs and net revenue relating to procurement services provided to third parties.

Regulation 9.2

Interest or investment revenue with respect to special accounts and trust funds shall be retained unless otherwise authorized by the Under-Secretary-General/Executive Director.

Regulation 9.3

Refunds of project disbursements during the life of a project, that is to say, before the project is financially closed, including refunds obtained as proceeds of the sale of assets relating to that project, shall be credited to the project account originally charged. Refunds subsequently received shall be credited to miscellaneous revenue.

Rule 901

Refunds of disbursements financed from a given budget, including refunds obtained as proceeds of the sale of assets, shall be credited to the accounts originally charged if received in the same financial period. Refunds subsequently received shall be credited to miscellaneous revenue.

D. Financial periods

10. Planning period

Regulation 10.1

The planning period for the proposed utilization of resources as set forth under section E, shall be defined in the strategic plan of UN-Women.

Regulation 10.2

To provide for continuity in the planning, programming and implementation of assistance provided by UN-Women to projects, the financial period for the purpose of the proposed utilization of resources shall be the duration of each project as specified in the project document.

Regulation 10.3

The financial period for the purpose of incurring and accounting for expenses in respect of programme activities, including reimbursement of related indirect costs, shall consist of a single calendar year.

Rule 1001

The financial period for the purpose of committing resources pursuant to regulation 10.2 shall not exceed the duration of the project length as specified in the project document.

11. Period for the integrated and regular budgets

Regulation 11.1

The period for the purpose of the proposed utilization of the integrated and regular budgets shall consist of two consecutive calendar years (hereinafter referred to as the budget period), the first of which shall be an even year.

12. Financial statements

Regulation 12.1

The Under-Secretary-General/Executive Director shall submit to the Executive Board annual financial statements in respect of UN-Women, including the regular resources and other resources accounts. These financial statements shall be prepared in accordance with the International Public Sector Accounting Standards (IPSAS).

Rule 1201

The Under-Secretary-General/Executive Director is responsible for the financial statements of UN-Women as at 31 December of each year. The Director, Division of Management and Administration, shall prepare financial statements for all accounts held by UN-Women as at 31 December each year and submit them to the Under-Secretary-General/Executive Director. The Director, Division of Management and Administration, shall certify that, to the best of his or her knowledge, information and belief, all material transactions have been properly charged in the accounting

records and are properly reflected in the financial statements and supporting schedules.

Rule 1202

The Under-Secretary-General/Executive Director shall sign the financial statements following certification and submit them to the United Nations Board of Auditors not later than 30 April of the following year for examination and opinions. Copies of the financial statements and schedules referred to in this rule shall be submitted at the same time to the Advisory Committee on Administrative and Budgetary Questions (hereinafter "Advisory Committee").

Rule 1203

The accounting and other financial records and all supporting documents shall be retained for such periods as may be agreed with the United Nations Board of Auditors, after which, on the authority of the Under-Secretary-General/Executive Director, such records and documents may be destroyed.

E. Proposed utilization of resources

13. General framework

Regulation 13.1

The Under-Secretary-General/Executive Director shall submit to the Executive Board for its approval a strategic plan for the utilization of the expected resources during the forthcoming planning period. The Under-Secretary-General/Executive Director shall provide to the Secretary-General proposals for the biennial programme plan for UN-Women as part of the proposed strategic framework in compliance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). Such proposals are to be aligned with the strategic plan of UN-Women as approved by the Executive Board and in compliance with annex 1 of General Assembly resolution 48/162 of 20 December 1993 on further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields.

Regulation 13.2

The strategic plan shall set forth the goals, outcomes and projected financial requirements of UN-Women, together with full information as to the main directions of policy that UN-Women intends to pursue throughout the planning period. It shall include a multi-year estimate of resources and programme costs.

Regulation 13.3

Under such limits as the Executive Board may from time to time prescribe, the Under-Secretary-General/Executive Director is authorized to approve the provision of assistance by UN-Women to country, regional and interregional programmes and projects.

Regulation 13.4

Subject only to the maintenance on a continuous basis of the reserves set forth under financial regulations 19.2 and 19.3, all resources available to UN-Women after provision has been made for the integrated budget shall be available to the maximum extent possible for programme activities, except for regular budget resources approved by the General Assembly.

Regulation 13.5

In allocating the resources available for programme activities as described in regulation 13.1, the Under-Secretary-General/Executive Director shall be guided by the strategic plan as approved by the Executive Board for the use of voluntary resources. The Under-Secretary-General/Executive Director shall also be guided by the General Assembly for the use of regular budget resources for the normative functions of UN-Women.

Regulation 13.6

Financial authorizations against the regular resources of UN-Women, in accordance with rule 302, shall be issued on a partially funded basis.

Regulation 13.7

The Under-Secretary-General/Executive Director shall establish the policies and procedures for the participation of UN-Women in sector budget support and pooled funds. The policies and procedures shall provide that UN-Women may make financial contributions to either sector budget support or pooled funds. The policies and procedures shall provide for UN-Women reporting to the Executive Board on the financial status of the resources obtained from or through UN-Women based on the totality of commingled resources contributed to the sector budget support or pooled funds, on the basis of programme and financial reporting established in the agreement among the participants to, and governing, the sector budget or pooled funds. The expense recognition for the resources of UN-Women contributed to the sector budget support or pooled funds shall be on a prorated basis, including the total contributions by the participating partners.

14. Programme and project activities

Regulation 14.1

Consistent with the goals set forth in the strategic plan as approved by the Executive Board, the Under-Secretary-General/Executive Director shall plan for the delivery of assistance by UN-Women in order to achieve the goals set out in the strategic plan, subject to resources reasonably expected to be available.

Rule 1401

The Under-Secretary-General/Executive Director shall review, as often as may be necessary, the adequacy of the strategic plan in order to ensure that actual and planned expenses do not exceed resources available and correspond as closely as possible to the level of resources expected to be available for that purpose.

Rule 1402

Programme activities, commitments and disbursements are approved and implemented subject to the availability of resources, namely, cash on hand or irrevocable letters of credit.

15. Preparation, submission and approval of the component of the regular budget of the United Nations related to the United Nations Entity for Gender Equality and the Empowerment of Women

Regulation 15.1

The Under-Secretary-General/Executive Director shall prepare and submit to the Secretary-General the resource requirements to service the normative intergovernmental processes to be considered in the context of the Secretary-General's proposed biennial programme budget. This proposal shall be linked to the strategic plan for the relevant planning period.

Regulation 15.2

The proposed regular budget shall be prepared and considered in accordance with the Financial Regulations and Rules of the United Nations, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8) and the relevant resolutions and guidelines approved by the General Assembly.

Rule 1501

The Under-Secretary-General/Executive Director is responsible for preparing and submitting to the Secretary-General any proposals involving a change to the approved level of regular budget resources that could have resulted from additional mandates established by relevant legislative bodies, as set out in statements of programme budget implications. The Secretary-General shall submit the final proposals for the consideration and subsequent approval of the General Assembly and the Under-Secretary-General/Executive Director may introduce and represent the Entity in the legislative bodies' discussion on the proposals.

Regulation 15.3

Supplementary proposals to amend the regular budget may be submitted, whenever necessary, by the Under-Secretary-General/Executive Director to the Secretary-General.

16. Preparation, submission and approval of the integrated budget

Regulation 16.1

The Under-Secretary-General/Executive Director shall prepare the integrated budget, covering programme, development effectiveness, United Nations development coordination, management and special purpose activities, which shall be linked to the strategic plan for the current planning period.

Rule 1601

(a) Budget expenses shall include salaries and other emoluments of staff members, calculated, for the purposes of the proposed integrated budget, on a net basis corresponding for each grade to the net salary scales approved for staff members of the United Nations, of the same grade, by the General Assembly.

(b) The Under-Secretary-General/Executive Director, as authorized to do so by decision of the Executive Board at the time of its approval of the integrated budget, may transfer appropriations between appropriation lines within the integrated budget, within authorized limits.

(c) The proposed integrated budget shall contain provisions to reimburse staff members of UN-Women for income taxes levied on them in respect of earnings derived from employment with UN-Women.

Rule 1602

The proposed integrated budget shall comprise:

(a) An executive summary, providing an overview and the adopted strategy;

(b) The financial framework of the organization, covering resources available and the use of resources, for both regular and other resources;

(c) The budget proposals, with explanatory statements covering programme, development effectiveness, United Nations development coordination, management and special purpose activities;

(d) Relevant tables and figures on budget estimates and posts;

(e) A draft appropriations decision.

Regulation 16.2

The integrated budget shall cover proposed commitments, disbursements and anticipated revenue related to the integrated budget and shall be presented in United States dollars.

Regulation 16.3

The Under-Secretary-General/Executive Director shall, at each session of the Executive Board prior to the commencement of a budget period, submit the Entity's proposed integrated budget for the upcoming budget period. The proposed integrated budget shall be submitted to all members of the Executive Board at least six weeks prior to the session for their consideration.

Regulation 16.4

The Under-Secretary-General/Executive Director shall transmit the proposed integrated budget to the Advisory Committee for its consideration, before it is transmitted to members of the Executive Board under regulation 16.3 above.

Regulation 16.5

The report of the Advisory Committee shall be transmitted to all members of the Executive Board as soon as it is available and shall be considered prior to decisions being taken on the proposed integrated budget.

Regulation 16.6

The Executive Board shall, at the session immediately prior to the commencement of a budget period, adopt the integrated budget for the following budget period.

Regulation 16.7

The proposed integrated budget shall be prepared in accordance with the guidelines approved by the Executive Board, and shall be accompanied by such information, annexes and explanatory statements as may be requested by the Executive Board or as the Under-Secretary-General/Executive Director may deem necessary and useful.

Regulation 16.8

Supplementary proposals to amend the integrated budget may be submitted by the Under-Secretary-General/Executive Director to the Executive Board, whenever necessary.

Regulation 16.9

Subsequent to a session of the Executive Board in the second year of the budget period, the Under-Secretary-General/Executive Director may utilize a budgetary contingency provision of up to 3 per cent of the approved gross appropriation for unforeseen requirements resulting from currency movements, inflation or decisions of the General Assembly. Such usage shall be reported to the Executive Board at its next regular session through the Advisory Committee.

Regulation 16.10

The Under-Secretary-General/Executive Director shall prepare supplementary proposals to amend the integrated budget in a form consistent with the approved integrated budget and shall submit such proposals first to the Advisory Committee, for examination, and then to the Executive Board.

Rule 1603

At the time of submitting supplementary budget proposals, the Under-Secretary-General/Executive Director shall provide such detailed information as may be necessary to explain the extent to which the additional appropriation requested is a result of changed inflation experience or forecasts, unexpected currency fluctuations or other unforeseen cost factors.

F. Approved utilization of resources

17. Budget for programme activities

Regulation 17.1

The project budget concerning assistance to be provided by UN-Women to a project, as contained in an approved project document, shall constitute the allocation of resources by the Under-Secretary-General/Executive Director to the executing agency or, under the harmonized operational modalities, implementing partner, to implement assistance by UN-Women to the project. For the purposes of regulation 17.2 below, the project budget shall be presented in annual segments.

Regulation 17.2

Budgets issued by the Under-Secretary-General/Executive Director, which authorize the incurring of expenses and the entering into of commitments, shall constitute a ceiling on commitments and disbursements for the current year and on commitments for future years to the project for which the budget was given.

Regulation 17.3

Budgets shall be available for commitments and disbursements for the duration of the project to which they relate. Following project completion, the balance of the unspent resources shall revert to the account held by UN-Women.

Regulation 17.4

Within the limit of the total annual estimated programme expenses, the Under-Secretary-General/Executive Director shall be authorized to incur expenses above or below the individual annual estimates made for each project in accordance with the actual progress and requirements of such projects.

Rule 1701

The Under-Secretary-General/Executive Director may approve budgets on either an annual or a multi-year basis, in accordance with the strategic plan, to cover expenses that may be incurred with respect to country and intercountry projects financed from the account held by UN-Women. Such budgets shall in each case be subject to the availability of resources.

Rule 1702

Subject to the strategic plan as approved by the Executive Board and in accordance with relevant regulations, the Under-Secretary-General/Executive Director may, from time to time, approve revisions to the approved budget for programme activities as referred to under regulation 17.5, including:

(a) Revisions for the purpose of reflecting changes in the rate of actual expenses on a project, with a consequent re-phasing of inputs to the project from one year to another; or

(b) Revisions made following completion of a project in accordance with regulation 17.3.

The Under-Secretary-General/Executive Director shall monitor closely the need for such revisions in consultation with the executing agency and/or implementing partner (if any) and the recipient Government, and, subject to the overall limits set out in the strategic plan, shall give effect to such changes in budgets as may be necessary in order to ensure the optimum utilization of all resources available to UN-Women.

Rule 1703

The executing agency and/or implementing partner, if any, responsible for carrying out a project shall notify the Under-Secretary-General/Executive Director when it considers that all operational activity connected with a project has been completed or ceased and that the project should be wound up.

(a) A project which has been operationally completed, or terminated, and for which all financial transactions have been recorded and the project accounts closed shall be considered financially completed.

(b) The financial completion of a project shall be accomplished within 12 months after the month in which it is operationally completed or terminated.

(c) (i) After financial completion of a project, any remaining amounts to the credit of the project, after liabilities of the project have been satisfied, shall be returned to the donor or shall be credited to the account held by UN-Women under "Miscellaneous revenue" or to other resources administered by UN-Women from which the remaining amount was derived.

(ii) After financial completion of a project, any remaining liabilities of the project shall be charged to the account held by UN-Women under "Miscellaneous revenue" or to other resources administered by UN-Women from which the liabilities were derived.

(d) Unforeseen disbursements or refunds in respect of financially completed projects shall be charged or credited to the account held by UN-Women under "Miscellaneous revenue" or to other resources administered by UN-Women from which the disbursement or refund derived.

(e) The Under-Secretary-General/Executive Director shall establish policies and procedures with respect to net adjustments on account of financially completed projects.

Regulation 17.5

The final budget for assistance provided by UN-Women to a project under the provisions of regulation 17.3 above shall remain available for the period of time required to discharge any outstanding commitments of the project. When all commitments against the budget have been discharged, any balance of resources advanced shall be reimbursed to the account held by UN-Women.

18. Appropriations for the integrated budget

Regulation 18.1

The integrated budget approved by the Executive Board shall constitute an authorization to the Under-Secretary-General/Executive Director to enter into commitments and make disbursements for the purposes for which appropriations were approved and up to the amounts so approved.

Rule 1801

The Director, Division of Management and Administration, shall be responsible for ensuring that all commitments and disbursements relating to the integrated budget as approved by the Executive Board remain within the appropriations and are entered into and incurred, respectively, only for the purposes approved. He or she shall, at the beginning of each budget period, make allotments of resources on a basis that conforms to the appropriations approved by the Executive Board.

(a) The Director, Division of Management and Administration, may increase or decrease the amount of an allotment as required. No other section or unit may transfer allotments between expense categories, except with his or her written approval.

(b) At the end of the first calendar year of a budget period, any unencumbered balance of appropriations shall be carried over and remain available for expenses in the following year, as authorized by the Director, Division of Management and Administration.

Rule 1802

The Director, Division of Management and Administration, shall issue at the beginning of each year a staffing table indicating the number and grade of posts approved for that year by the Executive Board in the integrated budget.

Rule 1803

The Under-Secretary-General/Executive Director may, within such limits as the Executive Board may prescribe, authorize commitments to be made against resources to be made available in future years for which no budgetary appropriations or other financial authorization has been made. Such commitments shall constitute a first charge against the relevant future appropriations as these are approved for future years by the Executive Board.

Regulation 18.2

Appropriations for the integrated budget shall be available for commitments and disbursements during the budget period to which they relate.

Regulation 18.3

Unspent appropriations shall remain available for 12 months following the end of the budget period to which they relate to the extent that they are required to discharge any outstanding commitments of the budget period. The balance of the appropriations shall revert to the account held by UN-Women.

Regulation 18.4

At the end of the 12-month period provided in regulation 18.3 above, the then-remaining balance of any appropriation retained will revert to the account held by UN-Women. Any commitments relating to the budget period in question shall at that time be cancelled or, where the commitment remains valid, transferred as a commitment against the current appropriation.

Regulation 18.5

Transfers between appropriation lines of the integrated budget for the budget period may be made by the Under-Secretary-General/Executive Director, subject to such limitations as the Executive Board may specifically decide with the concurrence of the Advisory Committee.

G. Administration of resources

19. Account for the United Nations Entity for Gender Equality and the Empowerment of Women

Regulation 19.1

There shall be established an account for UN-Women to which all of the revenue to UN-Women derived from the sources specified under section "C" and receivable in cash shall be credited and against which all expenses on behalf of UN-Women shall be charged, except for revenue and expenses in respect of trust funds administered by UN-Women.

Regulation 19.2

Within the account held by UN-Women, the following reserves shall be established at levels set by the Executive Board:

(a) An operational reserve, the purpose of which is to guarantee the financial viability and integrity of UN-Women. The reserve shall be fully funded and held in irrevocable and promptly available liquid assets. The elements to be compensated for and covered by it shall be limited to:

(i) Downward fluctuations or shortfalls in resources;

(ii) Uneven cash flows;

(iii) Increases in actual costs as compared to planning estimates or fluctuations in delivery; and

(iv) Other contingencies that result in a loss of resources for which UN-Women has made commitments for programming.

The decision to make a drawdown from the operational reserve shall rest solely with the Under-Secretary-General/Executive Director, who will report all drawdowns to the Executive Board at its next regular session and, in between sessions, to members of the Executive Board as may be prescribed by the Board or whenever the situation in the Under-Secretary-General/Executive Director's opinion so merits;

(b) A fully funded reserve for field office accommodation for housing for internationally recruited, field personnel financed by UN-Women and for office accommodation; and

(c) Such other reserves as may be approved by the Executive Board.

Regulation 19.3

Separate accounts shall be maintained for all reserves within the account held by UN-Women and for each trust fund administered by UN-Women.

Regulation 19.4

Working capital shall be provided from the cash resources of the account held by UN-Women.

20. Management of funds

Regulation 20.1

The Under-Secretary-General/Executive Director, under authority delegated by the Secretary-General as custodian of all funds, is responsible and accountable for the effective and efficient management of UN-Women funds in the custody of UN-Women.

(a) Cash management includes all actions necessary for receipt, deposit, advance, investment and disbursement of cash, including the designation of banks and opening and closing of bank accounts.

(b) The Under-Secretary-General/Executive Director may delegate authority, as appropriate, to staff for such cash management.

Rule 2001

Petty cash advances may be made to officials designated by the Under-Secretary-General/Executive Director or his or her delegate. The Under-Secretary-General/Executive Director or his or her delegate may, where adequate safeguards are provided, authorize petty cash advances from petty cash accounts to contracted personnel up to an amount determined by the Under-Secretary-General/Executive Director or his or her delegate. The accounts therefore shall be maintained on an imprest basis. The amount and purposes of each advance shall be defined by the Director, Division of Management and Administration, and limited to the minimum compatible with working requirements.

Rule 2002

The Under-Secretary-General/Executive Director or his or her delegate may also authorize the issuance of such other cash advances as may be permitted by the Staff Regulations and Rules and administrative instructions or as may be specifically approved by him or her.

Rule 2003

Officials to whom such advances are issued may make use of them only for the purposes for which they were authorized and shall be held personally responsible

and financially liable for the proper management and safekeeping of the advances so made. They shall be in a position at all times to account for such advances and shall submit monthly accounts with respect to petty cash advances unless otherwise decided by the Under-Secretary-General/Executive Director or his or her delegate.

Rule 2004

The Under-Secretary-General/Executive Director shall conclude agreements with the Administrator of the United Nations Development Programme (UNDP) concerning the mutual responsibilities for the use of bank accounts held by UNDP for disbursing and receiving funds for UN-Women, wherever applicable. Such agreements shall include details on the mutual provision of information, such as funds deposited or withdrawn from accounts, including records of transactions, statements, bank reconciliations, or any other information required for closing of the accounts of UNDP and UN-Women. Bank statements relating to accounts that are administered by UN-Women shall be reconciled by the organizational unit authorized to use such accounts for disbursement.

Rule 2005

(a) All disbursements shall be made by cheque or bank transfer, except to the extent that cash disbursements are authorized by the Director, Division of Management and Administration, or by a duly authorized staff member in a country office.

(b) Cheques or payment instruction letters to banks shall be signed by two authorized signatories. The Director, Division of Management and Administration may, where adequate safeguards are provided, authorize the signing of cheques by one signatory who has received delegated authority only.

Rule 2006

The United Nations operational rate of exchange that is in effect on the date when a transaction is carried out in a currency other than United States dollars shall be used whenever such a transaction must be translated into United States dollars for the purpose of being recorded in the accounts held by UN-Women.

Rule 2007

Funds for UN-Women placed in short-term instruments shall be registered with relevant details in a separate ledger for UN-Women and shall be included as assets of UN-Women in the financial accounts and reports of UN-Women.

Regulation 20.2

The Under-Secretary-General/Executive Director may, in the absence of restrictions imposed by contributing Governments, exchange currencies between funds of UN-Women and funds of other organizations in the United Nations system and may utilize them to purchase other currencies, whenever the Under-Secretary-General/Executive Director determines it would be in the interest of UN-Women.

Regulation 20.3

The Under-Secretary-General/Executive Director and the executing agencies or, under the harmonized operational modalities, implementing partners, shall endeavour, consistent with the need for efficiency and economy of operations, to make the fullest possible use of all available currencies in the account held by UN-Women.

Regulation 20.4

Account being taken of the objectives and policies of UN-Women and the special requirements of its operations, including liquidity, moneys not required immediately may be placed mainly in liquid fixed-term instruments by the Under-Secretary-General/Executive Director.

Regulation 20.5

Revenue derived from the placement of funds shall be credited to the account held by UN-Women, unless otherwise authorized by the Under-Secretary-General/Executive Director.

Regulation 20.6

(a) The Under-Secretary-General/Executive Director may make such ex gratia payments, not exceeding $75,000 per year, as she or he deems necessary in the interest of UN-Women. A statement of such payment should be included in the audited financial statement, except as set forth in subparagraph (b) below.

(b) In the case of an emergency where, at the discretion of the Under-Secretary-General/Executive Director, immediate ex gratia payments are necessary for humanitarian reasons (in instances such as injury or death suffered in connection with activities of UN-Women), the Under-Secretary-General/Executive Director may make such payments in accordance with subparagraph (a) above, except that such payments shall be without limitation as to the amount. The Under-Secretary-General/Executive Director shall immediately inform the Executive Board when any single situation results in payments totalling in excess of $50,000.

Rule 2008

(a) Ex gratia payments may be made in cases where, in the opinion of the legal adviser to UN-Women, there is no clear legal liability on the part of UN-Women and where such payments are in the interest of UN-Women.

(b) All ex gratia payments require clearance by the Director, Division of Management and Administration, prior to consideration for approval by the Under-Secretary-General/Executive Director.

21. Write-offs

Regulation 21.1

The Under-Secretary-General/Executive Director may, after full investigation, authorize the writing-off of losses of cash, inventory and other assets, provided that a statement of all such amounts written off is submitted to the United Nations Board of Auditors with the accounts. The Under-Secretary-General/Executive Director

may establish from time to time an amount below which full investigation and formal write-offs are not required. Such amounts shall, for administrative efficiency, be charged directly to the relevant allotment/budget line.

Rule 2101

(a) The Director, Division of Management and Administration, may, after full investigation in each case, authorize the writing-off of losses of inventory, property, plant and equipment belonging to UN-Women or such other adjustments of the records as will bring the balance shown by the records into conformity with the actual quantities, except for those proposals for write-offs that exceed $100,000 and shall be submitted to the Under-Secretary-General/Executive Director for approval.

(b) Final determination as to all recoveries to be made from staff members or others as the result of losses will be made by the Director, Division of Management and Administration.

Rule 2102

(a) The Director, Division of Management and Administration, may, after full investigation, authorize the writing-off of losses of cash, accounts receivable and notes receivable deemed to be irrecoverable, up to an amount of $100,000. Proposals to write off amounts of $100,000 or more shall be submitted to the Under-Secretary-General/Executive Director for approval.

(b) The investigation shall, in each case, fix the responsibility, if any, of any official of UN-Women for the loss. Such official may be required to reimburse the loss to the organization, either in part or in full.

(c) In each case, the amount authorized for waiver of investigation and write-off is $1,000.

H. Executing agencies and implementing partners

22. Executing agencies and implementing partners

Regulation 22.1

The administration by executing agencies or, under the harmonized operational modalities, implementing partners, of resources obtained from UN-Women shall be carried out under their respective financial regulations, rules, practices and procedures to the extent that they do not contravene the principles of the financial regulations and rules of UN-Women. Where the financial governance of an executing agency or, under the harmonized operational modalities, implementing partner, does not provide the required guidance, that of UN-Women shall apply.

Regulation 22.2

Each executing agency or, under the harmonized operational modalities, implementing partner, shall maintain such accounts and records as are necessary to enable it to report on the financial status of resources obtained from UN-Women, including in particular the balance of recorded allocations, commitments and disbursements, except in the case of sector budget support and pooled funds.

Regulation 22.3

To ensure the uniformity and usability of data required for management purposes of UN-Women, the Under-Secretary-General/Executive Director is authorized, after consultation with the executing agencies or, under the harmonized operational modalities, implementing partners, to specify the basis, content and periodicity of reports on resources obtained from UN-Women to be submitted by those executing entities.

Rule 2201

The Under-Secretary-General/Executive Director shall arrange for advances to be made by remittances to executing agencies and/or implementing partners, if any. Such remittances shall be sufficient to ensure that the advances will provide an amount that is adequate to cover for a reasonable period the disbursements that the agency concerned is called upon to make with respect to the financial activities of UN-Women. Prior to the remittance of funds, the Under-Secretary-General/Executive Director may require the information to substantiate the need for the proposed remittance.

Rule 2202

Commitments for the current year and for future years shall be entered into, and disbursements for the current year incurred, only after budgets for programme activities, allotments in respect of the integrated budget or other appropriate authorizations have been made in writing under the authority of the Under-Secretary-General/Executive Director.

I. Internal control

23. Internal control

Regulation 23.1

The Under-Secretary-General/Executive Director shall maintain an internal financial control mechanism, which shall provide for an effective current examination and review of financial, management and operational activities, in order to ensure:

(a) The regularity of the receipt, custody and disposal of all financial resources administered by UN-Women;

(b) The conformity of commitments and disbursements with the allocations, appropriations or other financial provisions decided upon by the Executive Board, with allocations decided upon by the Under-Secretary-General/Executive Director and with agreements with other United Nations organizations and other entities; and

(c) The effective and efficient management of UN-Women and the effective, efficient and economic use of all resources administered by UN-Women.

Rule 2301

Unless specified otherwise in these financial rules, authority and responsibility to issue instructions and establish procedures for the implementation of these

regulations and rules may be delegated by the Under-Secretary-General/Executive Director to other officials of UN-Women. Such delegation must be in writing.

Rule 2302

While the overall responsibility remains with the Under-Secretary-General/Executive Director, UN-Women may conclude an agreement with the United Nations Development Programme and/or the United Nations concerning mutual responsibility for the provision of internal audit services. If an agreement is concluded, the Office of Audit and Investigation of UNDP and/or the Office of Internal Oversight Services shall be responsible for performing internal audits on behalf of UN-Women and shall have free access to all books, records and other documents that are, in its opinion, necessary for the performance of those audits. Its reviews shall be conducted in accordance with generally accepted auditing standards and it shall provide comments and recommendations to the Under-Secretary-General/Executive Director on financial, management and operational activities, in respect of:

(a) The regularity of the receipt, custody, commitment, disbursement, accounting and reporting of all financial resources administered by UN-Women, and the effectiveness of existing internal controls and accounting systems;

(b) The conformity of commitments and disbursements with the purposes for which resources were appropriated or otherwise provided by the Executive Board and the financial authorizations issued thereunder, or with the purposes and rules relating to other resources administered by UN-Women or with agreements with other United Nations organizations and other entities;

(c) The compliance of all financial activities and transactions with established regulations, rules, policies, procedures and administrative instructions;

(d) The effective and efficient management of UN-Women and the effective, efficient and economic use of resources of UN-Women resources, resources administered by UN-Women and resources originating from other entities and administered by UN-Women.

J. Procurement procedures

24. Procurement procedures

Regulation 24.1

The Under-Secretary-General/Executive Director is responsible and accountable for carrying out the procurement functions of UN-Women and for managing its inventory, property, plant and equipment effectively and efficiently, in furtherance of the mandate and activities of UN-Women and in accordance with General Assembly resolutions relevant to procurement.

(a) The procurement functions of UN-Women include all actions necessary for the acquisition, by purchase or lease, of inventory, property, plant and equipment, including their construction; of goods; real property; and services.

(b) The management of inventory, property, plant and equipment includes actions necessary for their receipt, maintenance and disposal.

(c) The Under-Secretary-General/Executive Director may delegate authority, as appropriate, for such procurement functions and management of inventory, property, plant and equipment.

Regulation 24.2

The following general principles shall be given due consideration in carrying out the procurement functions of UN-Women:

(a) Best value for money considering all relevant factors, including costs and benefits to UN-Women;

(b) Fairness, integrity and transparency;

(c) Open and effective international competition;

(d) The interests of UN-Women.

Regulation 24.3

UN-Women shall promote the procurement of goods and services from developing countries and countries with economies in transition and permit regional, local and small vendors to participate, in line with the general principles contained in regulation 24.2, in procurement opportunities in programme countries.

Rule 2401

The Director, Division of Management and Administration, under delegated authority from the Under-Secretary-General/Executive Director, is the Chief Procurement Officer for UN-Women and is accountable to the Under-Secretary-General/Executive Director for all procurement functions of UN-Women, in all locations, except for those procurement actions governed by subparagraph (b) below. The Chief Procurement Officer may further delegate authority to staff at headquarters and other locations, as may be appropriate in fulfilling the purposes of these rules. Hereinafter, references to the Chief Procurement Officer shall also be understood to mean, as appropriate, those acting under delegated authority from the Chief Procurement Officer.

(a) The Chief Procurement Officer shall ensure that the procurement functions are carried out in accordance with the relevant financial regulations and rules of UN-Women. To this end, the Chief Procurement Officer:

(i) Shall establish the necessary controls, including for the delegation of authority, and shall issue administrative instructions for purposes necessary to protect the integrity of the procurement process and interest of the organization;

(ii) Shall establish review committees, at headquarters and in other locations, to render written advice to the Chief Procurement Officer on procurement actions leading to the award or amendment of procurement contracts, which, for the purposes of these regulations and rules, includes agreements or other written instruments such as purchase orders, and contracts that involve revenue to UN-Women. The Chief Procurement Officer shall establish the composition and the terms of reference of such committees, which shall include the types

and monetary values of proposed procurement actions subject to review by the committees.

(b) The Chief Procurement Officer is accountable for the contracting of individual consultants who provide personal and/or professional services to UN-Women. The Chief Procurement Officer shall establish the necessary controls and may delegate authority to staff in fulfilling the purposes of this subparagraph.

Rule 2402

No contract shall be entered into on behalf of UN-Women except by the Chief Procurement Officer or an authorized delegate. All such authorizations shall be in writing. The Chief Procurement Officer may cooperate with other organizations of the United Nations system to meet the procurement requirements of UN-Women, provided that the regulations and rules of those organizations are, in principle, consistent with those of UN-Women. The Chief Procurement Officer may, as appropriate, enter into agreements for such purposes. Such cooperation may include carrying out common procurement actions together, or UN-Women entering into a contract in reliance on a procurement decision of another organization, or requesting another organization to carry out procurement activities on behalf of UN-Women.

The Chief Procurement Officer may, to the extent authorized by relevant decisions of the Executive Board in respect of procurement activities, cooperate with a Government, non-governmental organization, or other public international organization, and, as appropriate, enter into agreements for such purposes.

Rule 2403

Consistent with the provisions contained in regulation 24.2 above, and except as otherwise provided below, procurement contracts shall be awarded on the basis of effective competition, and, to this end, the competitive process shall, as necessary, include:

(a) Acquisition planning for developing an overall procurement strategy and procurement methodologies;

(b) Market research for identifying potential suppliers;

(c) Consideration of prudent commercial practices; and

(d) Formal methods of solicitation, utilizing invitations to bid or requests for proposals on the basis of advertisement or direct solicitation of invited suppliers; or informal methods of solicitation, such as requests for quotations.

The Chief Procurement Officer shall issue administrative instructions concerning the types of procurement activities and monetary values for which such methods of solicitation are to be used.

Rule 2404

The award of a procurement contract shall be made after due consideration has been given to the general principles described in regulation 24.2 and in accordance with the following:

(a) When a formal invitation to bid has been issued, the procurement contract shall be awarded to the qualified bidder whose bid substantially conforms

to the requirements set forth in the solicitation documents and is evaluated to represent the lowest cost to UN-Women; and

(b) When a formal request for proposals has been issued, the procurement contract shall be awarded to the qualified proposer whose proposal, all factors considered, is the most responsive to the requirements set forth in the solicitation documents.

The Chief Procurement Officer may, in the interest of UN-Women, reject bids or proposals for a particular procurement action, recording the reasons for rejection in writing. The Chief Procurement Officer shall then determine whether to undertake a new solicitation, or to directly negotiate a procurement contract pursuant to rule 2407 below, or to terminate or suspend the procurement action.

Rule 2405

The Chief Procurement Officer may determine for a particular procurement action that using formal methods of solicitation is not in the best interest of UN-Women:

(a) When the value of the procurement is below the monetary amount established for formal methods of solicitation;

(b) When there is no competitive marketplace for the requirement, such as where a monopoly exists, where prices are fixed by legislation or government regulation, or where the requirement involves a proprietary product or service;

(c) When there has been a previous determination or there is a need to standardize the requirement;

(d) When the proposed procurement contract is the result of cooperation with other organizations of the United Nations system, pursuant to rule 2402 above;

(e) When offers for identical requirements have been obtained competitively within a reasonable period and the prices and conditions offered remain competitive;

(f) When, within a reasonable prior period, a formal solicitation has not produced satisfactory results;

(g) When the proposed procurement contract is for the purchase or lease of real property;

(h) When there is a genuine exigency for the requirement;

(i) When the proposed procurement contract relates to obtaining services that cannot be objectively evaluated; or

(j) When the Chief Procurement Officer otherwise determines that a formal solicitation will not give satisfactory results.

When a determination is made pursuant to subparagraphs (a) to (j) above, the Chief Procurement Officer shall record the reasons in writing and may then award a procurement contract, either on the basis of an informal method of solicitation, or on the basis of a directly negotiated contract, to a qualified vendor whose offer substantially conforms to the requirement at an acceptable price.

Rule 2406

Written procurement contracts shall be used to formalize every procurement for a monetary value over specific thresholds established by the Chief Procurement Officer. Such arrangements shall, as appropriate, specify in detail:

(a) The nature of the products or services being procured;

(b) The quantity being procured;

(c) The contract or unit price;

(d) The period covered;

(e) Conditions to be fulfilled, including the conditions of contract of UN-Women;

(f) Terms of delivery and payment; and

(g) The name and address of the supplier.

The requirement for written procurement contracts shall not be interpreted to restrict the use of any electronic means of data interchange. Before using any electronic means of data interchange, the Chief Procurement Officer shall ensure that the electronic data interchange system is capable of ensuring authentication and confidentiality of the information.

Rule 2407

Except where normal commercial practice or the interests of UN-Women so require, no contract shall be made on behalf of UN-Women that requires a payment or payments in advance of the delivery of products or the performance of contractual services. Whenever an advance payment is agreed in accordance with administrative instructions and justification is issued by the Chief Procurement Officer, the reason therefor shall be recorded. Progress payments may be permitted pursuant to normal commercial practice or in the interest of the organization, in accordance with administrative instructions issued by the Chief Procurement Officer.

Regulation 24.4

The Under-Secretary-General/Executive Director shall:

(a) Establish detailed financial rules and procedures in order to ensure effective financial administration and the exercise of economy;

(b) Designate the staff who may make commitments on behalf of UN-Women;

(c) Designate the staff who record the receipt of goods and services on behalf of UN-Women;

(d) Cause all commitments and recording of expenses to be made on the basis of supporting documents which ensure that resources are available to cover the anticipated claims;

(e) Ensure that all commitment decisions are within the mandate of UN-Women and provide the organization with best value for money;

(f) Designate the staff who verify that payments be made on behalf of UN-Women;

(g) Cause all payments to be made on the basis of supporting vouchers and other documents which ensure that the services or goods have been received, and that payments have not previously been made;

(h) Designate the officers who may receive moneys on behalf of UN-Women;

(i) Maintain an internal financial control which shall provide for an effective current examination and review of financial transactions in order to ensure:

(i) The regularity of the receipt, custody and disposal of all funds and other financial resources of UN-Women;

(ii) The conformity of commitments and disbursements with the budgets, appropriations or other financial provisions decided upon by the Executive Board; and

(iii) The economic use of the resources of UN-Women.

Regulation 24.5

There shall be a separation of duties as defined by the internal control framework of UN-Women.

Rule 2408

(a) The Director, Division of Management and Administration, shall ensure that, except as provided in rule 2411, subparagraph (c), no expense shall be incurred unless it is supported by an appropriate commitment document, signed by a committing officer pursuant to rule 2409. Except as otherwise provided in rule 2408, subparagraph (b), action to commit shall be based on a written contract, purchase order, agreement or other form of undertaking.

(b) Any increase in the amount of a commitment in excess of an amount established by the Under-Secretary-General/Executive Director pursuant to subparagraph (a) shall require an amended commitment document to be issued. Should an invoice be presented for payment in an amount that exceeds the amount of the commitment by more than an amount established by the Under-Secretary-General/Executive Director, the commitment must be amended.

Rule 2409

Committing officers

(a) The Under-Secretary-General/Executive Director shall designate:

(i) One or more staff as committing officer(s) for the procurement of all goods and services, for each organizational unit, including country offices;

(ii) The responsibilities of those committing officers, including those for specific accounts assigned to them.

(b) Any authority granted and responsibility assigned to each staff member is for the individual and cannot be delegated. Alternates may also be designated to act in the absence of the committing officer(s);

(c) The purpose of committing resources is to ensure that:

(i) The activities to be financed are within the mandate and policies of UN-Women, within the approved strategy, and within the framework and plan of UN-Women;

(ii) Resources necessary to satisfy the present or anticipated claim are currently available in the relevant account for which the committing officer is responsible;

(iii) The commitment decision provides the organization with best value for money;

(iv) The commitment is not for personal purposes.

(d) Any undue interference with the committing process should be brought to the attention of the Under-Secretary-General/Executive Director and, if appropriate, referred to the Disciplinary Committee;

(e) The Under-Secretary-General/Executive Director may arrange for an electronic/digital committing process provided that the payments ledger and the associated payment system have adequate safeguards to ensure the integrity of the committing process as required by this rule.

Rule 2410

Verifying officers

(a) The Under-Secretary-General/Executive Director shall designate the staff members who may have authority to approve all payments under all accounts and establish applicable procedures.

(b) Those staff members so designated shall have the responsibility to verify that payments and other financial transactions may be carried out on behalf of UN-Women. The responsibility assigned to a verifying officer cannot be delegated.

Rule 2411

(a) A verifying officer shall approve a voucher for payment when:

(i) It has been determined that payment had not previously been made;

(ii) It is supported by documents which indicate that the goods or services for which payment is claimed have been received or rendered in accordance with the terms of the contract and the related commitment;

(iii) The payment is made against a recorded commitment of resources entered into by an appropriate committing officer or a valid budget, where applicable;

(iv) The payment is not made for personal purposes; and

(v) No other information is available which would bar the payment.

(b) Should an invoice be presented for payment in an amount that exceeds the existing relevant commitment by the amount specified by the Under-Secretary-General/Executive Director in accordance with rule 2408, subparagraph (b) or more, prior commitment of resources by a committing officer is required.

(c) For payments for which resources did not need to be reserved by the recording of a commitment in accordance with rule 2408, subparagraph (b), the documentation supporting the payment voucher must be signed by a committing officer before the payment may be approved by a verifying officer.

(d) The Under-Secretary-General/Executive Director may arrange for an electronic/digital verification process, provided that the ledger and the associated payment system have adequate safeguards to ensure the integrity of the verification process.

(e) Any undue interference with the verification process should be brought to the attention of the Under-Secretary-General/Executive Director and, if appropriate, referred to the Disciplinary Committee.

25. Management of inventory, property, plant and equipment

Regulation 25.1

The Under-Secretary-General/Executive Director is responsible and accountable for managing the inventory, property, plant and equipment of UN-Women effectively and efficiently in furtherance of the mandate and activities of the Entity.

(a) The management of inventory, property, plant and equipment includes actions necessary for its receipt, maintenance and disposal.

(b) The Under-Secretary-General/Executive Director may delegate authority, as appropriate, for such management of inventory, property, plant and equipment.

Rule 2501

The Chief Procurement Officer is accountable to the Under-Secretary-General/Executive Director for the management of the inventory, property, plant and equipment of UN-Women. The Chief Procurement Officer shall establish such controls necessary for the recording, safekeeping, maintenance and disposal of such inventory, property, plant and equipment. The Chief Procurement Officer may further delegate authority to staff at headquarters and other locations, as may be appropriate in fulfilling the purposes of these rules. The Chief Procurement Officer is also responsible for establishing the types and values of inventory, property, plant and equipment that shall be recorded.

(a) The Chief Procurement Officer shall establish procurement review committees for headquarters and other locations to render written advice to him or her in respect of loss, damage or other discrepancy regarding the inventory, property, plant and equipment of UN-Women. The Chief Procurement Officer shall establish the composition and terms of reference of such committees, which shall include procedures for determining the cause of such loss, damage or other discrepancy, the disposal action, and the degree of responsibility, if any, attaching to any official of UN-Women or other party, for such loss, damage or other discrepancy.

(b) The Chief Procurement Officer shall establish administrative instructions governing the sale of inventory, property, plant and equipment and may delegate authority to staff as may be appropriate in fulfilling the purposes of this subparagraph.

K. United Nations Board of Auditors

26. United Nations Board of Auditors

Regulation 26.1

The United Nations Board of Auditors will be completely independent and have the sole responsibility for the external audit of the account held by UN-Women.

Regulation 26.2

The provisions of article VII of the Financial Regulations and Rules of the United Nations shall apply, mutatis mutandis, to UN-Women, except that:

(a) The reports of the United Nations Board of Auditors, together with the audited financial statements and the comments thereon of the Advisory Committee, shall also be transmitted to the members of the Executive Board. Executing agencies or, under the harmonized operational modalities, implementing partners, which are organizations of the United Nations system shall, where applicable, transmit to the Under-Secretary-General/Executive Director, for submission to the Executive Board, annual accounts showing the status of resources allocated to them by the Under-Secretary-General/Executive Director for the execution of activities of UN-Women. Such accounts shall bear audit certificates from the external auditors of the organizations and shall be accompanied by their reports, if any, and copies of any relevant resolutions adopted by their legislative or governing bodies; and

(b) In submitting the above accounts to the Executive Board, the Under-Secretary-General/Executive Director shall comment on the auditors' substantive observations and on their follow-up.

Regulation 26.3

The Under-Secretary-General/Executive Director shall ensure that, except for organizations of the United Nations system, executing entities shall require their auditors to follow the audit principles and procedures prescribed for the United Nations in respect of resources obtained from or through UN-Women, and shall ensure that each programme activity of UN-Women is audited at least once in its lifetime, or as otherwise required pursuant to the relevant agreements governing such programme activities, except in the case of sector budget support and of pooled funds. In the case of sector budget support or pooled funds, resources obtained from or through UN-Women shall be audited in accordance with the audit provisions established in the agreement among the participants in, and governing, the sector budget support or pooled funds, consistent with the policies and procedures for participation by UN-Women in direct budget support and pooled funds, established by the Under-Secretary-General/Executive Director.

L. Definitions

27. Definitions

Regulation 27.1

For the purposes of the financial regulations for UN-Women, the following definitions of the main entities involved in activities of UN-Women shall apply. The entities are listed in alphabetical order:

Administrator shall mean the Administrator of UNDP or the official to whom the Administrator has delegated authority and responsibility for the matter in question;

Advisory Committee shall mean the Advisory Committee on Administrative and Budgetary Questions;

Executing agency (also referred to as "executing entity") shall mean the entity responsible for the execution of programme activities of UN-Women as defined in regulation 27.2;

Executive Board shall mean the Executive Board of the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women);

General Assembly shall mean the General Assembly of the United Nations;

Government shall mean the Government of a State Member of the United Nations, of a specialized agency or of the International Atomic Energy Agency. "Recipient" when used in conjunction with "Government" shall mean the Government, as defined above, of a country which receives assistance from UN-Women and applies also, mutatis mutandis, to all entities entitled, as a result of an Executive Board decision, to receive assistance from UN-Women;

Host Government shall mean the Government, as defined, of a country within whose legal boundaries UN-Women provides a programme of assistance;

Implementing partner (also referred to as "implementing agency") shall mean, for project activities of UN-Women carried out under the harmonized operational modalities established in response to General Assembly resolution 56/201 of 21 December 2001 on the triennial policy review of operational activities for development of the United Nations system, the entity to which the Under-Secretary-General/Executive Director has entrusted the implementation of assistance by UN-Women specified in a signed document, along with the assumption of full responsibility and accountability for the effective use of the resources of UN-Women and the delivery of outputs as set forth in such document;

Secretary-General shall mean the Secretary-General of the United Nations or the official to whom the Secretary-General has delegated authority and responsibility for the matter in question;

Under-Secretary-General/Executive Director shall mean the Under-Secretary-General/Executive Director of UN-Women or the official to whom the Under-Secretary-General/Executive Director has delegated authority and responsibility for the matter in question;

UNDP shall mean the United Nations Development Programme established by General Assembly resolution 2029 (XX) of 22 November 1965;

UN-Women shall mean the United Nations Entity for Gender Equality and the Empowerment of Women established by General Assembly resolution 64/289 of 2 July 2010 on system-wide coherence.

Regulation 27.2

For the purposes of the financial regulations for UN-Women, unless the context requires otherwise, the terms set out in this regulation shall have the definitions assigned to them as specified below. These definitions are supplemented by the terms used under the International Public Sector Accounting Standards. The terms are listed in alphabetical order.

Accountability shall mean the obligation of UN-Women and its staff members to be answerable for all decisions made and actions taken by them, and to be responsible for honouring their commitments, without qualification or exception. Accountability includes achieving objectives and expected results in a timely and cost-effective manner, in fully implementing and delivering on all mandates entrusted to UN-Women and approved by United Nations intergovernmental bodies in compliance with all relevant resolutions, decisions, regulations, rules and ethical standards; truthful, objective, accurate and timely reporting on performance results; responsible stewardship of resources; performance in all its aspects, including a clearly defined system for staff performance management, with due recognition of the important role of the relevant oversight bodies and in accordance with existing practice, in full compliance with accepted recommendations.

Accounts held by UN-Women shall mean the accounts established for the purpose of accounting for all resources entrusted to UN-Women and activities thereby financed, and shall include:

(a) The regular resources account, which shall include all regular resources of UN-Women, activities thereby financed, and related revenue;

(b) The other resources account, which shall include all other resources of UN-Women, activities thereby financed, and related revenue;

(c) The assessed contributions account, which shall include all resources received by UN-Women from assessed contributions;

(d) The funds account for UN-Women, which shall include all resources received by funds and programmes entrusted to the Under-Secretary-General/Executive Director, activities thereby financed, and related revenue.

Administrative and operational support costs shall mean the expenses reimbursed as a result of the administration of programme activities financed from the resources of UN-Women.

Allocation shall mean a financial authorization issued by the Under-Secretary-General/Executive Director to incur commitments and disbursements for specific purposes relating to programme activities of UN-Women and within specified limits, during a definite period.

Allotment shall mean a financial authorization issued by the Under-Secretary-General/Executive Director to enter into commitments and incur expenses for specific purposes related to the integrated budget and within specified limits, during a definite period.

Appropriation shall mean the total amount approved by the Executive Board for specified purposes in the current integrated budget against which commitments may be entered into and expenses incurred for those purposes up to the amounts so approved.

Appropriation line shall mean a subdivision of the appropriation for which a specific amount is shown in the appropriation resolution and within which the Under-Secretary-General/Executive Director is authorized to make transfers without prior approval.

Assessed contribution shall mean a contribution to the regular budget of the United Nations from States Members of the United Nations according to the scale of assessments determined by the General Assembly.

Assistance provided by UN-Women to a project shall mean the contribution to a project that is funded from the account held by UN-Women.

Budget shall mean a financial authorization issued by the Under-Secretary-General/Executive Director to make commitments and to incur expenses for specific purposes related to activities of UN-Women and within specified limits, during a definite period.

Co-financing shall mean a resource mobilization modality through which contributions, as defined in regulation 27.2, may be received in support of specified purposes consistent with the policies, aims and activities of UN-Women. These contributions may be in the form of cost-sharing or trust funds and shall be considered over and above the regular resources available for programmes.

Commitment shall mean an engagement arising from a contract, agreement or undertaking that has been entered into for the current year or one or more future years in respect of a programming activity, or the integrated budget.

Committing officer shall mean a staff member of UN-Women who has been delegated the authority to commit resources of UN-Women and has accepted accountability for it.

Contribution shall mean cash or in kind resources received or receivable from a Government or intergovernmental institution; United Nations agencies; or non-governmental sources, including foundations, private sector organizations and individuals. Contributions cover programme costs as well as programme support and management costs.

- **Contribution in cash** shall mean payment made in cash received by UN-Women.
- **Contribution in kind** shall mean the provision of goods and services, including capital assets, received by UN-Women.

Cost-sharing shall mean an arrangement by which the costs of projects that are normally charged to the regular resources of UN-Women, including the reimbursement of indirect costs, are covered in full or in part by a contribution or contributions from the recipient Government, or from one or more Governments other than the recipient Government, or from an organization or organizations of the United Nations system, or from intergovernmental institutions or agencies not part of the United Nations system. Such an arrangement may be made on the following basis:

- **Project cost-sharing**, whereby the contribution relates to a specific project;
- **Programme cost-sharing**, whereby the contribution relates not to a specific project but to all or several projects in a recipient country or region; and
- **Third-party cost-sharing**, which can be either project or programme cost-sharing, whereby the contribution is paid by one or more entities other than the recipient Government.

Counterpart contributions shall mean the agreed contributions of recipient Governments made for the cost of specific services and facilities as set out in the individual project documents related to programme activities undertaken for, or with, that Government.

Country programme shall mean the programme of assistance provided by UN-Women in a particular country, prepared by UN-Women in partnership with the Government of that country in line with the United Nations Development Assistance Framework, if any, indicating the proposed use of the resources of UN-Women towards the achievement or furtherance of national goals in line with the mandate of UN-Women during the period covered by the country programme.

Disbursement shall mean the amount paid.

Ex gratia payment shall mean a payment made where there is no legal liability but the moral obligation is such as to make payment justifiable.

Execution shall mean:

- Programme activities of UN-Women not carried out under the harmonized operational modalities established in response to General Assembly resolution 56/201 of 21 December 2001 on the triennial policy review of operational activities for development of the United Nations system, assuming the overall management of specific programme activities of UN-Women and the acceptance of accountability to the Under-Secretary-General/Executive Director for the effective use of the resources of UN-Women; and
- Programme activities of UN-Women carried out under the harmonized operational modalities established in response to General Assembly resolution 56/201, assuming the overall ownership of and responsibility for specific programme activities of UN-Women and the acceptance of accountability for results.

Fully funded shall mean that resources in support of a project are available in the form of cash received, an irrevocable letter of credit, or, subject to guidelines established by the Executive Board, an agreement signed by UN-Women and the donor.

Implementation shall mean:

- Project activities of UN-Women not carried out under the harmonized operational modalities established in response to General Assembly resolution 56/201, the procurement and delivery of project activity inputs of UN-Women and their use in producing outputs;
- Project activities of UN-Women carried out under the harmonized operational modalities established in response to General Assembly resolution 56/201 and their overall management; and

- Delivery of project activities to achieve specified results, including the procurement and delivery of project activity inputs of UN-Women and their use in producing outputs.

Indirect costs shall mean the expenses incurred as a result of the management of programme activities and resources.

Intangible assets shall mean identifiable non-monetary assets without physical substance.

Integrated budget shall mean appropriations for activities of UN-Women related to programme, development effectiveness, United Nations development coordination, management and special purposes.

Intercountry, when used with reference to a programme activity or project, shall mean regional or interregional, as the case may be.

Inventory shall mean (a) assets to be transferred in the implementation of programme activities; (b) any other assets that may be held for transfer (or sale) in the ordinary course of activities of UN-Women.

IPSAS shall mean International Public Sector Accounting Standards.

Liquidity shall mean the difference between current assets and current liabilities. In the specific context of UN-Women, this shall normally be taken to mean the sum of working capital and reserves.

Management activities shall mean activities with the primary function of promoting the identity, direction and well-being of UN-Women. These include executive direction, representation, external relations and partnerships, corporate communications, planning and resource management, legal, oversight, audit, corporate evaluation, information technology, finance, administration, security and human resources activities. This includes activities and associated costs of a recurring and non-recurring nature.

Other resources shall mean the resources of UN-Women, other than regular resources, which are received for a specific programme purpose consistent with the mandate of UN-Women and for the provision of specific services to third parties.

Outstanding commitment shall mean the portion of a commitment that has not yet been disbursed, accrued or discharged.

Partially funded shall mean the authority to allocate resources against current or anticipated future years' revenue.

Personnel shall mean staff of UN-Women and other persons engaged by UN-Women under other contractual arrangements to perform services for UN-Women.

Pledge shall mean a written intention by a donor to contribute a specified amount at a future date.

Pooled funds shall refer to resources for financing expenses within a sector or a programme through the pooling of the financial resources by the participating partners (see also "Sector budget support").

Programme, within the context of the form of presentation of the integrated budget, shall mean the direct inputs needed to achieve the goals of a specific project or

programme for development cooperation. This may typically include experts, support personnel, inventory, property, plant and equipment, subcontracts, cash assistance and individual or group training.

Programme activities shall mean activities directly associated with the planning, programming and implementation of assistance by UN-Women through country, regional and interregional programmes/projects and shall be distinguished from activities of a programme support and management nature.

Programme support shall mean organizational units whose primary function is the development, formulation, delivery and evaluation of the programmes of UN-Women. This would include units that provide backstopping for programmes on either a technical, thematic, geographic, logistical or administrative basis.

Project shall mean a separately identified undertaking relating to matters assisted by UN-Women in accordance with its mandate that forms part of a country or intercountry programme, unless it is a stand-alone project.

Project document shall mean the formal document, including revisions thereof, covering the agreed arrangements for the implementation of a project. It shall also include such other instruments as the parties conclude define the particulars of such assistance and the respective responsibilities of the parties in more detail in regard to such projects.

Property, plant and equipment shall consist of tangible assets held for use in the activities of UN-Women or for administrative purposes and that are expected to be used over more than one financial period.

Regular budget shall mean the portion of assessed contributions allocated to UN-Women through the United Nations programme budget, which is prepared by the Secretary-General and approved by the General Assembly. UN-Women shall prepare programme budget proposals for the forthcoming financial period at such times and in such detail as the Under-Secretary-General for Management may prescribe and in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

Regular resources shall mean resources available to UN-Women that are commingled and shall comprise assessed contributions from the United Nations regular budget under the grant modality; unearmarked revenue from voluntary contributions, including governmental or intergovernmental payments to UN-Women; other unearmarked contributions from non-governmental sources including foundations, private sector organizations and individuals; interest earnings; and miscellaneous revenue.

Resources administered by UN-Women shall include resources in the account held by UN-Women, co-financing resources and other resources established by the Executive Board or the Under-Secretary-General/Executive Director.

Resources of UN-Women shall mean resources credited to the regular resources account or other resources account of UN-Women.

Revenue shall mean the inflow of contributions, fees and other consideration received by or due to UN-Women.

Sector budget support shall refer to the financial contribution to a Government budget, managed by a Government entity for a specific set of sector or programme results. A pooled fund is designed for financing expenses within a sector or a programme through the pooling of the financial resources by the participating partners. A pooled fund would be contracted out by the Government to be managed by an agreed party.

Special account shall mean an account established by the Under-Secretary-General/Executive Director for a special contribution, or for moneys earmarked for specific activities, the balance of which may be brought forward to the succeeding financial period.

Special purpose activities shall mean activities of a cross-cutting nature that involve either (a) capital investments, or (b) services for other United Nations system organizations, the costs of which do not relate to the management activities of UN-Women. Capital investments in the context of special purpose activities shall refer to significant projects involving purchases or improvements of assets held by UN-Women of a tangible or intangible nature.

Strategic plan shall mean the document that sets the overall direction and provides the framework for guiding support from UN-Women to programme countries to achieve their nationally owned development objectives.

Trust fund shall mean a fund or resources accepted by UN-Women under the terms of these financial regulations and rules to finance activities specified by the contributor, which must be consistent with the policies, aims and activities of UN-Women.

United Nations development coordination activities shall mean activities supporting the coordination of development activities of the United Nations system.

Verifying officer shall mean a staff member of UN-Women who has been delegated the authority to verify payments against the resources of UN-Women resources and has accepted accountability for it.

Voluntary contributions shall mean annual contributions to UN-Women from Governments of States Members of the United Nations, of the specialized agencies or of the International Atomic Energy Agency, or from non-governmental sources, including foundations, private sector organizations and individuals.

Working capital shall mean the residual of cash flows into and out of UN-Women used to provide advances to executing entities or, under the harmonized operational modalities, implementing partners, fund outstanding commitments and pay ongoing administrative expenses.

Written or **writing** shall mean a duly signed paper document or a document in electronic/digital form that can be authenticated as having been produced by an authorized individual.

Annex II

Reasons for the proposed amendments and the corresponding changes to the relevant financial regulations and rules, by category

A. General changes related to the implementation of the International Public Sector Accounting Standards

***Regulations**: 1.1, 13.7, 17.1, 17.3, 17.5, 22.1, 22.2, 22.3, 24.4, 26.2.*

***Rules**: 201, 302, 1001, 1402, 1701, 1703, 1801, 1803, 2302, 2409.*

1. In the "Proposed financial regulations and rules for the United Nations Entity for Gender Equality and the Empowerment of Women" (UNW/2011/5/Rev.1), the use of the word "funds" has different meanings depending on the context. It means either "resources" or "cash". The term "funds" was also used to reflect short-term liquidity. In the present document, where the term "funds" has not been used in the latter context, it has been replaced with the term "resources".

2. Under the International Public Sector Accounting Standards (IPSAS), it is proposed that the following terms be used in the financial regulations and rules:

- **Financial period**. In UNW/2011/5/Rev.1, the financial period refers to the annual financial statements and the two-year budget period. The financial period under IPSAS shall consist of a single calendar year and shall also represent the period for which the financial statements are prepared.
- **Budget period**. The budget period in UNW/2011/5/Rev.1 refers to the "biennium". While the budget will continue to be prepared on a two-year basis, it is proposed that the term "biennium" no longer be used in order to avoid any confusion. The term "budget period" shall consist of two consecutive calendar years, the first of which shall be an even year. The budget period may change based on future proposals and decisions of the Executive Board in the context of implementation of the integrated budget.

B. Revenue

3. Under the United Nations system accounting standards, the term "income", which represented cash received, is no longer applicable and has been replaced with the IPSAS term "revenue". Under the accounting policies based on IPSAS, "revenue" refers to both "funds received" and "funds to be received". All relevant regulations and rules of UN-Women, adopted in 2011, already reflect this.

C. Expense

***Regulations**: 9.1, 9.3, 16.2, 17.2, 17.3, 18.1, 18.2, 22.2, 23.1, 24.4.*

***Rules**: 502, 503, 901, 1501, 1801, 2202, 2302, 2411.*

4. The United Nations system accounting standards concept of "expenditure" as the sum of disbursements and unliquidated obligations is no longer applicable under

IPSAS and has been replaced with the terms "expense", "commitment", "commitments and disbursements", "costs" or "utilization of resources", depending upon the context of the terms. While "expenditure" was previously synonymous with "the sum of disbursement and unliquidated obligations", under IPSAS the term "expense" represents goods or services received, regardless of cash transfer.

D. Inventory, property, plant and equipment

***Regulations**: 24.1, 25.1.*

***Article 25**: Change in title.*

***Rules**: 2101, 2501.*

5. Under the United Nations system accounting standards, "non-expendable equipment" refers to all physical assets. These were expensed under the United Nations system accounting standards. Under IPSAS, physical assets are referred to as "property, plant and equipment" and are capitalized and depreciated in accordance with IPSAS policy on property, plant and equipment.

6. Definitions for inventory, property, plant and equipment and intangible assets have been added to the Financial Regulations and Rules and the appropriate replacement of United Nations system accounting standards terms for IPSAS terms has been made.

E. New cost classifications and harmonization of integrated budget

***Regulations**: 7.1, 9.1, 11.1, 13.4, 16.1, 16.2, 16.3, 16.4, 16.5, 16.6, 16.7, 16.8, 16.10, 18.1, 18.2, 18.5.*

***Articles 11, 16, 18**: Change in title.*

***Rules**: 1601, 1801, 1802, 2202.*

7. Amendments to existing definitions and new definitions are proposed in order to reflect the adoption of new cost classification terms under the integrated budget as approved by the Executive Board in its decision 2011/1, and to harmonize the presentation of the budget and cost classifications in the integrated budget. The term "support budget" is also to be replaced with the term "integrated budget".

F. New definitions

8. The definitions are updated in regulations 27.1 and 27.2 to reflect definitions compliant with IPSAS and the definitions of the new cost classifications. The new definitions facilitate a better understanding of the changes relating to IPSAS and the new cost classifications proposed in the financial regulations and rules.

G. Editorial

9. Minor editorial changes were made to the Financial Regulations and Rules for purposes of clarity and consistency.

H. Other amendments

10. Other proposed amendments to the financial regulations and rules are as follows:

(a) Addition of a new rule: 1602;

(b) Changing rule 2001 to introduce flexibility to authorize limited petty cash advances to contracted personnel.

I. Numbering changes

As a result of the new rule added, rule 1602 (UNW/2011/5/Rev.1) will change to 1603.